

PACIFIC LUTHERAN UNIVERSITY

EMERGENCY MANAGEMENT PLAN

For All Hazards



PREPAREDNESS

MITIGATION



RESPONSE

RECOVERY

PLU ALL HAZARDS EMERGENCY MANAGEMENT PLAN

**Recommended by PLU Emergency Planning Committee
Adopted by Pacific Lutheran University
August 2013**

ACKNOWLEDGEMENT

The merit of PLU's All Hazards Emergency Management Plan is derived from a collaborative effort of an ad-hoc committee made up of PLU faculty, administrators, staff and public agency partners.

PLU Environmental, Health, Safety & Emergency Programs in concurrence with the Emergency Planning Team will continue to be key resources for technical review and suggestions for future revisions of this plan.

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Principal contributors and editors to the 2013 PLU All Hazards Emergency Management Plan:

- Wayne Garden - Central Pierce Fire & Rescue
- Jennifer Wamboldt - Emergency Programs
- Greg Premo - Campus Safety / Pierce County Sheriff's Department
- Greg Briggs - Information and Technology
- David Allen - Information and Technology
- Lizz Barton - Counseling and Testing
- Gina Gillie - Faculty
- David Kohler - Facilities Management
- Robert Riley - Business Office
- Sue Liden - Risk Management
- Teri Phillips - Human Resources
- Erin McGinnis - Dining and Culinary Services
- Paul Moore - Health Center
- Chris Albert - University Communications
- Tom Huelsbeck - Residential Life
- Ginger Peck - Auxiliary Services
- Joe Bell - Environmental, Health and Safety

The following representatives made significant contributions to draft editions:

- Laura Polcyn - President's Office
- Vicky Winters - President's Office
- Sheri Tonn - Finance & Operations
- Laura Majovski - Residential Life
- Matt Freeman - Health Center
- Greg Brewis - University Communications
- Mark Anderson - Counseling and Testing
- Sherwin Ferguson - Health Center
- Susan Doll – Health Center
- Marjorie Ward – Health Center
- Tony Berger – Campus Safety
- Jeff Wilgus - Campus Safety
- Brian Grossman - Campus Safety
- Marci Scott - Pierce County Department of Emergency Management

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LIST OF ABBREVIATIONS

CO	Communications Officer
COOP	Continuity of Operations
CPFR	Central Pierce Fire and Rescue
EBC	Emergency Building Coordinators
EC	Emergency Coordinator
ECC	Emergency Coordination Center
ECT	Emergency Coordination Team or Event Coordination Team
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MAA	Mutual Aid Agreement
MACS	Multi-agency Coordination System
MOU	Memorandum of Understanding
NIMS	National Incident Management System
PCDEM	Pierce County Department of Emergency Management
PCSD	Pierce County Sheriff Department
PIO	Public Information Officer
RHS	Residence Hall Staff

BASIC PLAN

INTRODUCTION

Emergencies can happen suddenly, creating a situation in which the normal support services for the University can become overwhelmed. During emergencies, the University requires special programs to address the needs of emergency response (life-safety, incident control, property protection) and recovery management.

Following 9-11, the Federal government established a standard system of emergency response to enable different agencies, organizations, and businesses to work together more effectively to protect life, control incidents, and preserve property and the environment. The National Incident Management System (NIMS) facilitates coordination and cooperation between agencies, is applicable across functional disciplines and can be applied to all types and incident complexities. In 2008, PLU adopted NIMS as the standard for PLU (Appendix A).

This All Hazards Emergency Management Plan establishes an all-hazards system at PLU for responding to an incident, emergency or natural disaster affecting PLU. This plan will not be all-inclusive or detail every action, but is intended to provide an organizational framework and guidance to respond to emergency incidents. It incorporates core concepts, principles, and terminology from NIMS and adapts it for use at PLU in a higher education environment.

A component of NIMS, the Incident Command System (ICS) is expected to be used at the scene for all types, sizes, and complexities of incidents and selected pre-planned events at PLU. The Emergency Coordination Center (ECC) and Emergency Coordination Team (ECT) will be activated as described within to support the Incident Commander who is responsible for on-scene management of incidents.

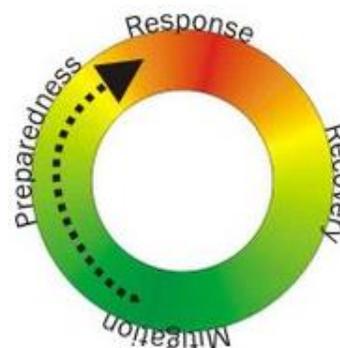


Figure 1. Phases of Emergency Management

Emergency Management is a process of **mitigating** hazards and **preparing** for, **responding** to and **recovering** from incidents.

Effective emergency management is the responsibility of both the University and individuals within the PLU community. The University has an obligation to provide a safe place to work, study, and live while individuals have the responsibility to conduct the affairs of the University safely and to prepare themselves adequately for potential emergencies.

This document is organized into the Basic Plan with supporting appendices. The Basic Plan lays out the basis of emergency management with policies, concepts, authorities, organizational structures, and activation levels. Appendices include incident command and emergency coordination position task lists, locations of supplies and emergency facilities. The appendices are intended to be used during an emergency to help facilitate an effective response. Additional implementing instructions may be found in the Emergency Binders distributed by Finance & Operations annually and in the ECC Operations binder located in room 118.

The plan and the implementing instructions that are included as appendices must be trained and exercised in order to build and improve upon the capabilities within the PLU community.

RISK MANAGEMENT POLICY STATEMENT

For humanitarian, social, legal, and financial reasons, PLU will make every reasonable effort to protect the health and safety of members of its own community and guests of the University from hazards incidental to operations of the University. We strive to protect people and to preserve the resources of Pacific Lutheran University against harm or losses, thereby enabling the University to educate for lives of thoughtful inquiry, service, leadership, and care. It is the responsibility of all members of our community to conduct

themselves in a manner that will not cause personal injury or damage to University people and facilities.

PURPOSE

Most actions in this plan are activated when conditions exist in which normal operations are interrupted and immediate action and coordination of resources and information is required to save lives, protect property or the environment, and contain or control the incident. *Heightened coordination, such as this, signals that the Emergency Coordination Team (ECT) should be activated.*

The goals in implementing this plan are to:

- Provide for the safety, health, and welfare of members of the PLU community and the public
- Mitigate or contain the incident and its effects
- Preserve property and provide safe occupation of buildings owned or managed by PLU
- Manage communications and information dissemination
- Continue essential services and operations
- Collect and analyze information (intelligence) to support decision-making and incident action plans
- Manage PLU resources effectively in the emergency response and recovery periods
- Restore normal University operations, facilities, and academic programs
- Respond effectively with other agencies

SCOPE

The Pacific Lutheran University All Hazards Emergency Management Plan guides preparedness, response and recovery actions. Mitigation objectives are more completely addressed in PLU's Addendum (B-7) to the Region 5 (Pierce County) Hazard Mitigation Plan.

The All Hazards Emergency Management Plan may be activated during a broad range of emergency incidents, including, but not limited to:

- Earthquakes
- Hazardous Materials Spills
- Violent Incidents or Imminent Threats
- Atmospheric Releases
- Social Unrest
- Terrorism
- International Crisis Affecting PLU Students or Personnel
- Utility Interruption
- Mass Casualty Incidents
- Fires and Explosions
- Weather or Storm Incidents
- Traumatic Incidents
- Technological Incidents
- Flooding
- Structural Failures
- Airplane Crash
- Bombs
- Pandemic Illnesses
- Other Extraordinary Campus Incidents

The All Hazards Emergency Management Plan may also be activated during a community or regional crisis that may affect University personnel or business operations indirectly. For example, Mt. Rainier volcanic activity may not directly affect PLU, but necessitate Plan activation to accommodate evacuees who may seek refuge at PLU or to support PLU employees & students who *are* directly impacted by the incident.

POLICIES

The following policies are intended to guide the university's preparedness and response efforts. This section is not all inclusive. There may be other policies not stated here that are relevant during an emergency.

DEPARTMENTAL RESPONSIBILITY

A crisis or emergency can strike anytime or anywhere, and may affect the entire PLU community. Planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness.

Therefore:

- Administrative and academic units are responsible for having an Emergency Response Plan and a separate Continuity Plan to protect people and programs, and to support university emergency response and recovery.
- University leaders including Vice Presidents, Provosts, Deans, and Directors should encourage coordination with the Environmental Health & Safety and Emergency Programs Office to develop plans that are consistent with University policies, plans, and procedures.
- All units are expected to maintain contact information for their employees. Each unit is responsible for sharing information and recalling personnel, as necessary to support the response and recovery effort.
- Each university organizational unit is responsible for identifying and preparing essential personnel – professional or student – to respond before an incident happens. Please refer to the Business Interruption Decision Guide for more details.

PERSONAL RESPONSIBILITY

All employees and students have a personal responsibility for knowing what to do before, during, and after an emergency to protect their safety and work products (and thereby continue the educational mission of the university).

RESOURCES

The University shall continue to build the capability to respond to a disaster, independent of external resources, for up to one week.

PLU AS A COMMUNITY SHELTER

The university may choose to shelter populations other than the PLU community on a case-by-case basis. PLU is a recognized American Red Cross Shelter.

MUTUAL AID AGREEMENTS/MEMORANDUMS OF UNDERSTANDING

PLU organizational units are expected to create mutual aid agreements or memorandums of understanding (MAA/MOU) with other organizations or vendors. MAA/MOUs should be developed when they provide a strategic response benefit to the university and/or do not hamper the ability to first serve its students and employees. For example, PLU has an agreement with Willamette University to temporarily replace the university's emergency email and telephone communications capability when PLU's system is down.

PLU has established the following mutual aid agreements.

- American Red Cross – PLU is a designated shelter site.
- Willamette University – Both universities agree to provide website and emergency hotline redundancy, if either university loses its ability to communicate through these media.
- Central Pierce Fire and Rescue (in progress at time of publication) – PLU may prepare food and/or provide a back-up location from which CPFR can operate. In return, PLU has access to CPFR's food resources and the on-site help of its responders.

PLAN FUNDAMENTALS

This section is organized by the four recognized phases of emergency management: Preparedness, Mitigation, Response, and Recovery.

PREPAREDNESS

Preparedness is a state of readiness to respond to a disaster, crisis, or any other type of emergency incident. Preparedness includes planning, training and exercising.

Emergency Programs Office (a component of Environmental Health & Safety)

The Emergency Programs Office is responsible for leading the University's emergency preparedness efforts in coordination with the Emergency Planning Team and Campus Safety. The Emergency Programs Office and Campus Safety work closely to:

- Provide technical assistance and planning coordination
- Prepare and distributes updated copies of the Emergency Management Plan for All Hazards, operational procedures and/or functional task lists to appropriate PLU personnel
- Conduct exercises throughout the campus
- Develop and implement training programs
- Acquire and maintain supplies and equipment
- Develop mutual aid agreements with other agencies, schools, or companies

Emergency Planning Committee

The Emergency Planning Committee provides general oversight for the entire emergency planning process and meets as needed to address ongoing preparedness, mitigation, response, and recovery issues. The Emergency Planning Committee consists of representatives from the following departments, offices, and agencies that have a primary responsibility for emergency response at PLU:

- Campus Safety / P.C. Sheriff
- Central Pierce Fire & Rescue
- Emergency Programs
- Health Center/Counseling Center
- Dining & Culinary Services
- Environmental Health & Safety
- Facilities Management
- Faculty / Provost Office
- Human Resources
- Information & Technology Services
- Auxiliary Services
- Risk Management
- University Communications
- Residential Life
- President's Office

Organizational Unit Response and Continuity Plans

Organizational unit response and continuity plans and procedures must be consistent with the National Incident Management System (NIMS) and support the University Emergency Management Plan for All Hazards. Each plan must outline the responsibilities, priorities, and personnel assigned to various response, recovery, and continuity functions. Some of these plans, such as a Public Information plan, may be included as annexes to this Basic Plan in the future.

Prepare

The University's goal in preparing for an emergency is to be able to support its staff, faculty, students, and guests independent of outside resources for up to one week. This includes having personnel, supplies, and equipment to support approximately 4,300 people.

Emergency Building Coordinators (EBC) oversee preparedness planning in their areas. EBCs help communicate the location of Emergency Assembly Areas used during emergency evacuations; develop building lock down plans, and coordinate, under the leadership of their Dean or Director, the planning and implementation of business recovery and resumption activities in their areas.

Train and Exercise

The University intends to maintain a comprehensive emergency preparedness planning, education, training, and exercise program to mitigate potential hazards and to familiarize students and employees with emergency procedures.

PLU has adopted the National Incident Management System and, as such, will follow the U.S. Department of Education's guidance on NIMS training for higher education personnel. Generally, most staff and administrators, and some faculty should complete IS-100 and 700 level training. Response personnel in key PLU organizational units should also complete IS-200 and 800. Upper level administrators who play a leadership role should complete IS-300 and 400. Executive leadership should complete IS-700 and G-402 or IS-100.

Pre-planned Events

One way to prepare for the possibility of emergencies is to practice emergency management principles and to organize personnel resources accordingly. To that end, using the incident command system (ICS) for large-scale, pre-planned events, such as international conferences, student demonstrations, dignitary visits, or large impact athletic or conferences is encouraged.

MITIGATION

Hazard mitigation means taking action to reduce or prevent future damage or reduce the scale of damage, preferably before a disaster strikes. The PLU Hazard Mitigation Plan (maintained by the Emergency Programs Office) guides mitigation efforts across the university, especially as it relates to future construction projects.

Departmental units should work to eliminate hazards and vulnerabilities that would otherwise create an emergency situation or worsen the impact of a disaster. An example is to strap file cabinets or bookshelves to the wall, so that they do not fall on someone or block egress from the building. Another example of the university's mitigation efforts is seismically retrofitting buildings.

RESPONSE

This PLU response plan is based on the National Incident Management System (NIMS), which has been adopted at all levels of government and many business and non-profit institutions as the recognized standard for effective emergency response.

The *on-scene* approach to emergency management is based on a five-section organizational structure and the sections contain functional positions for each critical emergency response and support operation. This structure is a component of the Incident Command System. It also provides for a smooth transition to the restoration of normal services and the implementation of recovery programs.

This plan also addresses the activation of a PLU Emergency Coordination Team (ECT) to support the on-scene command when an incident is beyond the capabilities or resources of the responding PLU organizational units that are part of the on scene incident command structure.

The PLU response plan is designed as a flexible system in which part or the entire plan may be activated, as appropriate to the incident. It is a management tool that provides an overall organization and general procedures for the management of information, activities, and operations during an emergency. It does not detail the actions required for any one type of incident. Additional incident, threat or hazard-specific annexes and office-specific procedures, diagrams, etc. (i.e. implementing instructions) may be useful and/or necessary to facilitate safe and effective response.

Concept of Operations

The concept of operations described below represents the way in which PLU has demonstrated it will actually respond combined with strategies identified by the emergency planning committee and accepted industry management practice.

PLU organizational units will manage their area of responsibility during emergencies. PLU organizational units who can carry out their response function/mission independent of the work of other organizations can be considered its own incident command structure. A supervisor

(Incident Commander) oversees or delegates to staff that fix the problem or help people (Operations), make a response plan (Planning), get the stuff to fix the problem (Logistics), and pay for the stuff to fix the problem (Finance).

When multiple PLU organizational units are involved in a particular incident, a single incident commander will be identified and personnel with functional responsibility for working together to fix the problem and help people (e.g. locking down the buildings, removing the tree from the building, shutting off the water, informing the campus community, getting the saw for the person who will remove the tree, managing the safety of the responding employees) will be assigned to report to the incident commander.

There may be multiple incidents occurring on campus at the same time and, therefore, multiple commanders and command organizations. When there is one triggering event that creates multiple, but distinct incidents (a weather event might be a good example of this), the commands may be combined under a single commander OR a PLU “unified command” may be developed where the various organizational units overseeing response operations jointly decide on incident objectives, strategies, plans and priorities (IS-300).

All of the organizational units, who have functional responsibilities in all PLU incidents at any given time, including the incident commander, will also report their activities through their normal chain of command (i.e. upper level administrators). *It is incumbent upon everyone to not override the on-scene direction of the incident commander(s).*

The Emergency Coordination Team (ECT) is made up of upper level administrators from the organizational units who have functional responsibilities (staff acting) at the incident command level or are impacted by the triggering incident(s) and have a need to activate their own response plans as stated in paragraph one above. The role of the ECT is to share information, coordinate the response of the various commands, and provide policy direction to achieve the overall mission of the university.

Those administrators from PLU organizational units who have operational responsibilities resulting from the triggering incident(s) are part of the Operations Group and report to the Policy Group through their own V.P. (or delegated President's Council member). Thus, by default, this is a group without a single Operations Group Leader.

It may be useful or necessary to designate an Emergency Coordinator (EC) as a single point of contact for coordinating the overall university response. The EC works directly with the IC(s) to support his or her needs by overseeing the Resources and Coordination Groups. Each of these groups is made up of representatives from those PLU organizational units who are providing or may be asked to provide resources or process data for the response. The EC receives direction from the Policy Group. The Resources Group obtains and coordinates resources (people and materials) and the Coordination Group collects and analyzes incident data.

This plan recommends that an initial ECT convene to assess the demands and impacts of the incident(s). The initial ECT consists of a Leadership and Policy representative (i.e. the V.P. with primary responsibility for that particular type of incident), an EHS representative, University Communications representative, and a designated Emergency Coordinator, as assigned based on the incident. The initial ECT can then bring in additional members depending on the type and scope of the incident.

Incident Command System - Emergency Coordination Center/Team Interface

The Emergency Coordination Center (ECC) is conceptualized as a function with a core group of personnel (Emergency Coordination Team). The ECT is responsible for coordination and support of the on-scene commander(s). They set the policy and overarching incident strategy, and prepare for likely future needs or ongoing impacts to the university.

Incident Command System (ICS) personnel manage the incident on-scene. Generally, on-scene personnel are responsible for command and control. The commander sets the *strategy* for that particular incident and the on-scene Operations Section determines the *tactics* that will be used to respond. The Incident Commander has the authority to activate any resources s/he feels are needed.

Example: Severe weather incident at 2 p.m.

The Facilities Director commands (i.e. incident commander.) the on-scene response to a tree falling on a building to include: evacuating the building, determining how and who will remove the tree and repair the building.

The ECT sets the policy for re-opening the building, conducts planning to relocate the occupants, coordinates with impacted offices, provides logistical support and public information support to the incident commander.

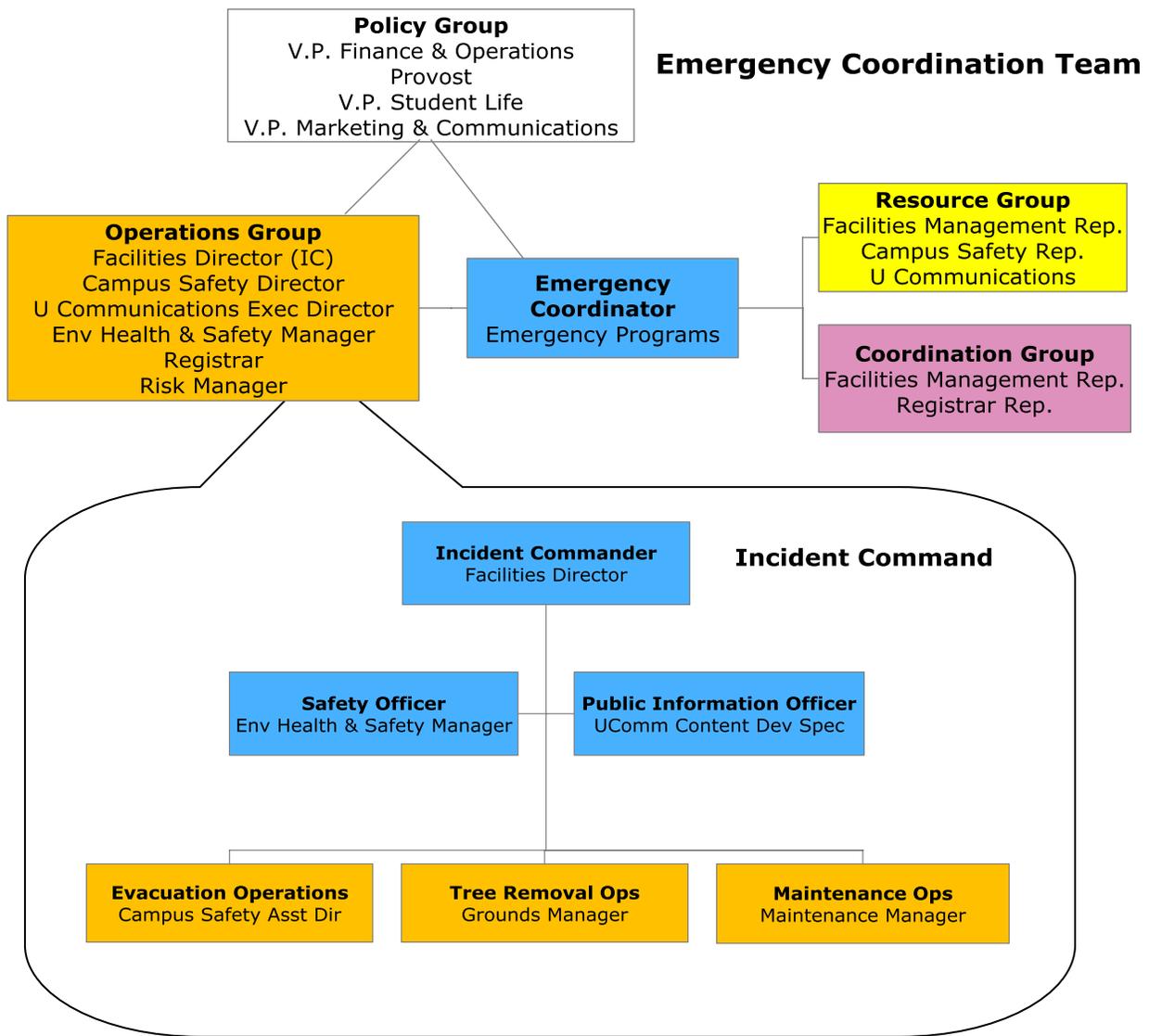


Figure 2. Possible Severe Weather Emergency Response Team and Incident Command Organizations

When to Activate Response Plan

The Incident Command System should be used at all levels of response, even those that do not extend beyond the resources of a single PLU organizational unit.

Most actions in this plan are activated when emergency conditions exist in which normal operations are interrupted and immediate action and coordination is required to:

- Save and protect lives
- Contain or control the incident
- Prevent damage to the environment, systems and property
- Manage communications and information
- Provide essential services
- Collect and analyze information/intelligence
- Manage University resources
- Cooperate with other agencies to assist others
- Restore University operations, facilities, and academic programs

Authority to Activate Emergency Response Plan and Emergency Coordination Team

All employees have the authority to utilize incident command practices and principles when responding to an incident. Employees who are first on scene have the authority and responsibility within their skill and knowledge to take command (set incident objectives, organize resources – people and equipment - and make incident decisions) until a more qualified person arrives on scene AND a transfer of command has taken place.

Any incident commander may request support in the form of the Emergency Coordination Team when normal operations are interrupted and immediate action and coordination are required as stated above in *When to Activate Response Plan*.

Emergency Coordination Team (ECT)

The incident commander may request ECT (activation) by contacting an administrator with the knowledge and skills relevant to that incident to act as the Emergency Coordinator. The Emergency Coordinator will assess the situation and convene an Emergency Coordination Team,

if needed, or report the incident to the appropriate vice-president and continue to monitor the situation.

A Leadership & Policy group member may also initiate activation of the ECT.

Initially the team consists of an Emergency Coordinator, University Communications, Environmental Health & Safety representative, a member of the incident command team (e.g. the Incident Commander or a Campus Safety Operations Supervisor or other person(s) designated relevant to the specific incident and who can break away from on scene action) and a Leadership & Policy representative (usually either the V.P. of Finance & Operations in the case of a facility-focused incident or the V.P. of Student Life in the case of a people or security-focused incident). Additional people may be added to this initial group to form the Operations, Coordination, and Resources Groups. See Figure 13 in Definitions Section.

What Does the Emergency Coordination Team Do When Activated?

The team determines:

- At what level PLU activates
- Who is involved OR what Emergency Coordination Team positions need to be filled

The Emergency Coordinator coordinates the overall response effort *in support of incident command personnel* to protect life-safety, contain the incident, and protect property/environment. The EC and ECT do not direct the incident response. They support the needs of the commander and coordinate overall impacts to university functions.

The Emergency Coordinator and Coordination Team support the incident commander(s) by:

- Determining *overall* response strategy (**what** we do) for the university (as opposed to the incident)
- Coordinating community safety
- Managing public information (beyond the capabilities of IC and PIO)
- Developing the overall incident action plan and managing incident information/intelligence

- Supporting operations personnel with logistics and administrative functions

Note: Tactics or the “how we respond” are determined by Operations Section personnel reporting to the Incident Commander.

Procedure for Activating the Plan

1. Incident Command personnel request Emergency Coordination Team activation by contacting an administrator with the knowledge and skills relevant to that incident to act as the Emergency Coordinator or a V.P. who may assign an Emergency Coordinator. (This could be Campus Safety professional staff, assistant to the V.P., or other appropriate personnel) for additional help.
2. The Emergency Coordinator gathers intelligence.
 - a. Ask requestor what they know about the situation
 - b. Consider other sources of information
3. The Emergency Coordinator will likely consult with the Leadership & Policy representative and then convene the Initial Emergency Coordination Team.
 - a. *“Convening” can be done via conference call (a virtual ECC) or in-person meeting.*
4. The Emergency Coordinator gives a **Situation Report (SitRep)**
5. The Emergency Coordinator, along with remainder of the Emergency Coordination Team determine the policy and *overall* university strategy or **Incident Objectives**, level of activation, and resource assistance required to support the incident commander.
6. The Leadership & Policy Group Representative is responsible for notifying the President and sharing information with the remainder of the Leadership & Policy Group (President’s Council) members.
7. The EC may support the incident commander, as requested, to activate or recall operational units (if not already activated) to communicate overall incident objectives and plans.
 - a. Communication may take place via conference call or in-person meeting depending on scope and type of incident (e.g. active shooter vs. flood).
 - b. Depending on scope of incident, duties may be delegated.

- c. Operations staff can be activated or recalled using the established call lists in the Emergency Contact binder, which are updated annually by Finance & Operations.
- 8. Operations units are responsible for:
 - a. Activating and supervising their own personnel
 - b. Assigning a person to report to the incident commander/operations section chief and, possibly the Emergency Coordinator in the ECC, depending on the scope of the incident. See levels of ECC support below.
- 9. The Emergency Coordinator must communicate frequently with the incident commander and the designated Leadership & Policy representative to share information and to request and receive policy direction/requests.
 - a. The Emergency Coordinator and Leadership & Policy Group Representative may work side-by-side.

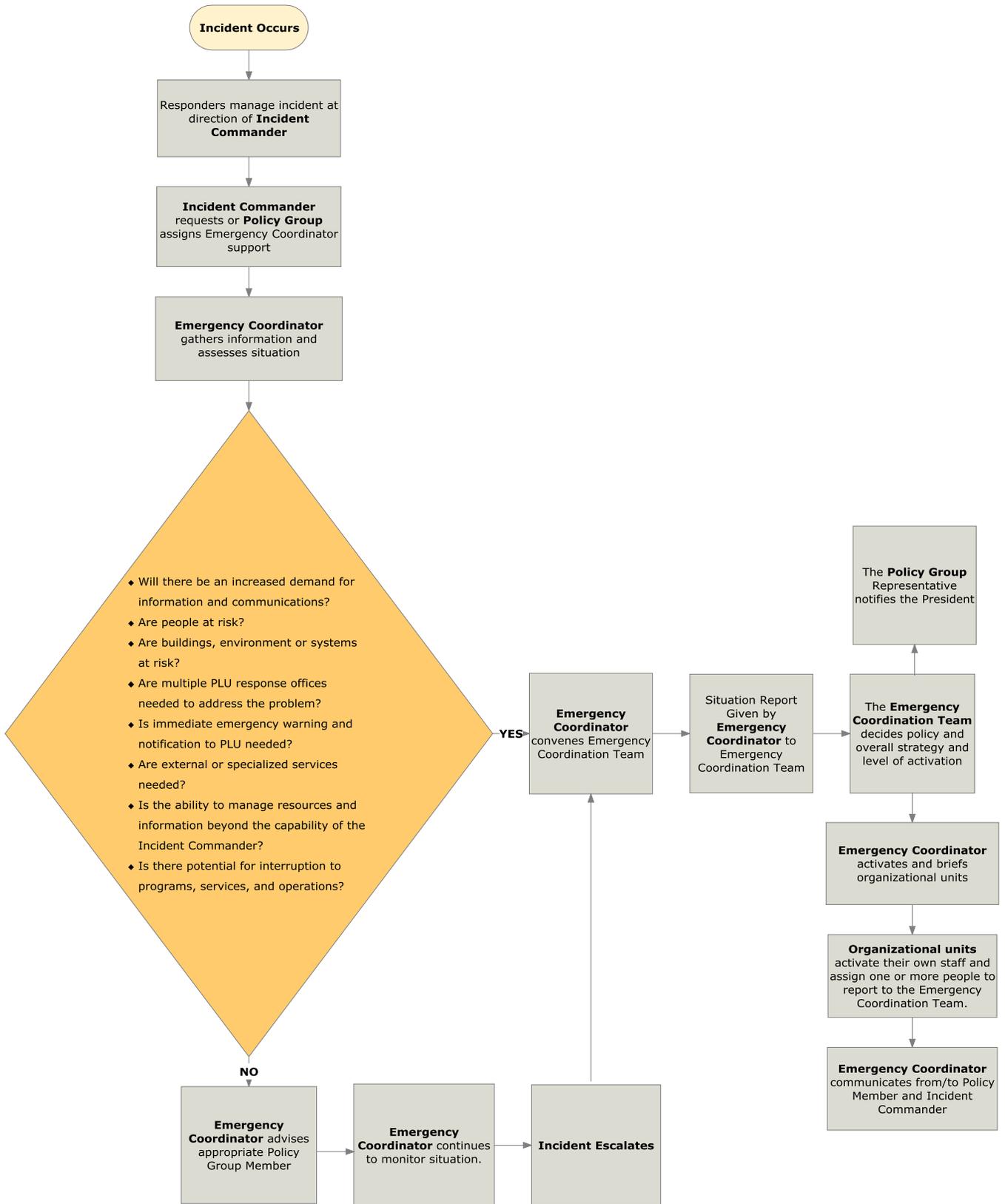


Figure 3. Emergency Coordination Team Activation Process

Activation Process When Telephone Service is NOT Operational

1. Members of the Emergency Coordination Team will report to the ECC (Morken 114) as soon as they are aware that an incident affecting the PLU campus has occurred and it is safe to do so (e.g. an active shooter has been detained).
 - a. Campus Safety or the Emergency Coordinator will post signs to direct members to other locations, if necessary.
2. Essential personnel (see Business Interruption Staffing Decision Guide) shall report to their place of work/supervisor as soon as they are aware that an incident impacting the university may require their services.
3. If designated members of the response team or other essential personnel do not respond in a reasonable amount of time, messengers may be dispatched.

The first one to arrive at the ECC acts as the Emergency Coordinator until a more qualified person arrives and has been briefed on the emergency. The acting Emergency Coordinator will immediately appoint available individuals to fill each of the necessary positions. These appointments will remain in effect until more qualified persons are available or there is a shift change and new arrivals have been briefed.

An incident in which telephone service is not operational suggests a level 1 incident response, which requires the transition of the emergency coordination center/team (ECC/T) to an all-hands-on-deck Incident Command organization.

Leadership and Policy Authority

The President of the University serves as the leader of the Leadership & Policy Group and retains authority for University policy decisions during an emergency.

For the purposes of this plan, policy leadership is delegated to the following University personnel in the order listed below when the President is unable to serve as leader. The authority is delegated to the highest ranked personnel on the list who can be contacted during an emergency:

- V.P. for Student Life
- V.P. for Finance & Operations
- Provost
- V.P. for Admission & Enrollment Services
- V.P. for Development & University Relations
- The Emergency Coordinator, Director of Campus Safety or, in the Director's absence, the highest ranking officer, in circumstances:
 - (1) When neither the President nor any of the personnel listed above can be contacted within a reasonable period of time, given the immediacy and other circumstances of the threatened or actual incident.
 - (2) When an actual incident is in progress and immediate action is necessary to protect persons or property from further injury or damage.

The President or designate will assign Policy Group roles to individuals to fulfill the needs of the emergency or disaster. The President will work closely with the Emergency Coordinator and is responsible for:

- University mission
- University policies, such as closing campus or relocating a program
- Academic affairs
- Long-term economic status
- Legal responsibilities
- Representing the University to news media under guidance of Public Information Officer
- Maintaining University relations with key constituents, such as faculty, Board of Regents, parents, students, and VIPs
- Death and severe injury notifications

Emergency Coordination Team/Center Activation Levels and NIMS Incident Types

Emergency incidents can be classified according to their severity and potential impact or risk of impact, so that emergency response operations can be calibrated for actual conditions.

NIMS recognizes five types of incidents (IS-200) and three levels of ECC (Emergency Coordination Center) activation (IS-775). PLU recognizes and adopts these incident types and activation levels as a way to identify, describe, and *guide* its response.

The following discussion regarding activation levels is meant to be instructive, rather than directive. It is intended to provide guidance in assessing the need to grow or scale back a response. It is generally better to go big and then scale back a response, rather than potentially not having adequate resources to effectively deal with the emergence of the incident. The personnel activated at the ECC and IC is wholly dependent on the resources needed and available to respond effectively to the defined incident objectives. There are probably hundreds of ways to assemble a response organization, though some may be more effective than others.



Figure 4. ECT Activation Frequency Pyramid

Level two and one emergencies happen less frequently as illustrated by the pyramid, but require more resources to manage. Generally, the Emergency Coordination Team is activated under ECC level two. The EC or initial ECT may be activated or put on stand-by for level three emergencies.

ECT personnel get absorbed into a larger, more complex incident command organization for a level one emergency. Because most resources are dedicated to actively managing a level one emergency as part of incident command, the ECT ceases to exist. The ECT simply cannot fulfill its purpose of supporting the incident command, due to the resources already being part of a larger incident command structure. Because incident command requires so many of the ECT personnel resources to directly manage a level one incident the ECT no longer has additional resources to support incident command. PLU will now need to look externally (i.e. Pierce County EOC) for additional emergency response support.

**Critical Incident or Pre-planned Incident/Event
Minor, Localized, Quickly Resolved or Contained**

Table 1. Emergency Coordination Center Level 3 / Incident Command Type 5 or 4

ECT/ECC Activation Levels	ECC Activation Level Descriptions (best applied for pre-planned or forewarned incident, such as severe weather)	PLU Activation Level Descriptions	ICS Incident Types	NIMS Incident Type Descriptions
Level 3 <i>maybe</i>	<p>Monitor small incident or event limited to one site with two or more offices/agencies involved.</p> <p>Incident is forewarned (e.g. weather) or likely to grow in scale.</p> <p>Key personnel only.</p>	<p>ECC: Leadership & Policy Representative may activate Emergency Coordinator to monitor or “stand by”.</p> <p>ICS: On-scene command consists of PLU or external agency IC with limited personnel. PLU personnel involved in incident communicate directly with existing chain of command.</p>	Type 5 Incident	<p>1 or 2 single resources with up to 6 personnel.</p> <p>Incident Commander (IC) only activated.</p> <p>One operational period or less.</p>
Level 3 to 2		<p>Incident may be a level 3 that is escalating or requires Leadership & Policy Group or ECT involvement.</p> <p>ECC: Depending on scale, impact of incident, and/or the needs of IC, Emergency Coordinator may monitor situation or activate initial ECT to handle PLU-specific response needs and recovery.</p> <p>ICS: IC may be an external agency representative and PLU personnel may become part of agency command structure Or PLU IC activates command and general staff as needed.</p>	Type 4 Incident	<p>Command and General Staff activated as needed.</p> <p>Resources vary from single resources to several units over one operational period.</p> <p>Operational briefing takes place.</p> <p>No written IAP.</p>

ECC Level 3 (Incident Types 5 & 4) is a minor, localized incident that is quickly resolved with existing University resources and organizational structures or limited outside help. These incidents happen with relative frequency. A level 3 emergency has little or no impact on personnel or normal operations outside the locally affected area or organization and relies largely on external agency support and departmental/office response plans.

Level 3 organization and command may be the *starting point* for a pre-planned incident or event, such as a snow day or high school graduation. A pre-planned event could grow to a level 2 or 1, depending on the scope and complexity.

Impacted personnel or departments coordinate directly with the lead agency (e.g. Central Pierce Fire & Rescue, Campus Safety, or other lead responding PLU organizational unit) to resolve level 3 incidents. The lead responding agency or PLU organizational unit should designate an **incident commander** who makes operational decisions and allocates resources.

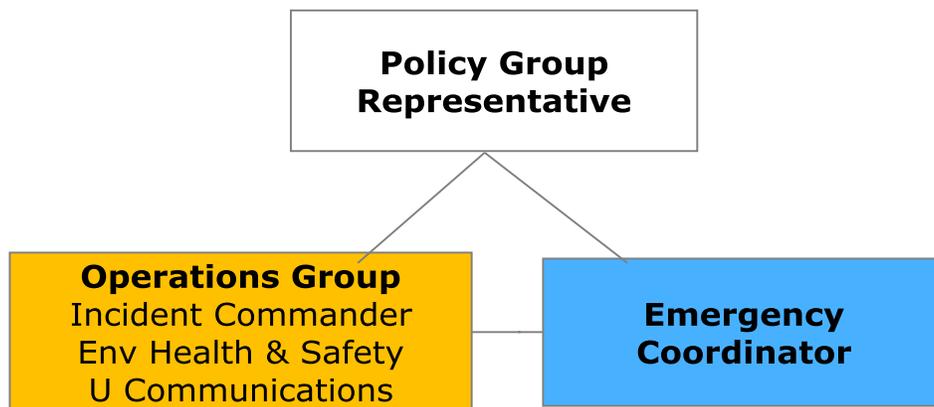


Figure 5. Sample Organization for Emergency Coordination Team Level 3 with an Appointed Emergency Coordinator

When emergency response agencies, such as Pierce County Sheriff Department (PCSD) or Central Pierce Fire & Rescue (CPFR) respond, PLU personnel will support the command leadership of those agencies. It may also activate its own ECC to address PLU issues resulting from the incident and assign a university representative to report to the CPFR or PCSD Liaison Officer.

PLU personnel involved in the on-scene response communicate through the existing PLU chain-of-command to/with a Leadership & Policy representative, who will share information as appropriate with others, including the Emergency Coordinator, if appointed. The PLU Emergency Coordinator may be appointed and, possibly along with, the ECT may operate to monitor and coordinate information in PLU's interest or "stand-by". "Stand-by" refers to key ECT and operations personnel being alerted and ready to respond should the incident escalate.

If the incident or event escalates – e.g. someone gets hurt, more people at risk of hazard, more coordination required – a level 3 may transition to a level 2 or 1 response.

Examples: Localized chemical spill, snow day, "routine" medical or psychological emergency, traumatic death in the PLU community not associated with a PLU program or operation, international crisis affecting members of the PLU community, media crisis or short term, localized power outage, pre-planned incidents or events, such as a high school graduation ceremony.

Figure 6. Examples of Possible Level 3 Incidents

Campus Emergency

Major Incident, Sizable Portions of Campus, Disrupts Operations or Educational Mission

Table 2. Emergency Coordination Center 2 / Incident Command Types 3 and 2

ECT/ECC Activation Levels	ECC Activation Level Descriptions (best applied for pre-planned or forewarned incident, such as severe weather)	PLU Activation Level Descriptions	ICS Incident Types	NIMS Incident Type Descriptions
Level 2	<p>Partial Activation for moderate incident or event with two or more sites and several offices/agencies involved.</p> <p>Appropriate for a scheduled event, such as big conference or sporting event.</p> <p>Resource support required.</p> <p>ECT and other key personnel from responding offices/agencies only.</p>	<p>ECC: Partial or full (all involved organizational units represented on ECT) activation to support incident command personnel who are on scene.</p> <p>ICS: IC(s) may be external agency representatives and PLU personnel may become part of agency command structure Or PLU IC(s) activate command and general staff as needed.</p> <p>Many organizational units/personnel are activated.</p> <p>There may be more than one incident taking place at one time, e.g. power outage in UC and pipe break at South Hall</p>	Type 3 Incident	<p>Some or all of Command and General Staff activated, as wells as Division or Group leaders.</p> <p>May extend over several operational periods and require a written IAP.</p>

Level 2 is a crisis or major incident that disrupts portions of the campus community. Level 2 emergencies may require significant assistance from external organizations. These incidents may escalate quickly, and have serious consequences for mission-critical functions and/or life safety. Many incidents – each under the leadership of an incident commander – may be taking place at once requiring oversight and resource prioritization and coordination. Functional level response plans in many departments are activated and a partial or full ECT activation occurs to coordinate and support the incident commanders(s). Level 3 incidents happened infrequently.

An Emergency Coordinator (EC) is designated by the *Policy Group* to coordinate *overall* PLU strategy, information and resource allocation. This person is the link between the incident commander(s) and the Policy Group. (Refer to the *ICS/ECC Interface* section.)

The Emergency Coordination Team consists of the initial team members (EC, UComm, Safety, IC rep.) and additional personnel whose offices are responding as part of the on-scene command structure(s) OR have resources ready to respond. These personnel are loosely organized into three groups who ultimately report to the Policy Group.

1. Those offices that have operational responsibilities to the IC(s) also have a representative/contact in the *Operations Group* that reports to their V.P. in the Policy Group.
2. The *Resources Group* consists of representatives or contacts in each office that have personnel or other resources responding or ready to respond to the incident.
3. The *Coordination Group* consists of personnel who gather and analyze incident data.

The Policy Group is comprised of the President and President's Council and is responsible for emergency response policy decisions. The President or a designate may be assigned to work closely with the EC to align University mission and overall goals with incident command response objectives and strategy.

The ECT may meet virtually depending on the scope and type of emergency.

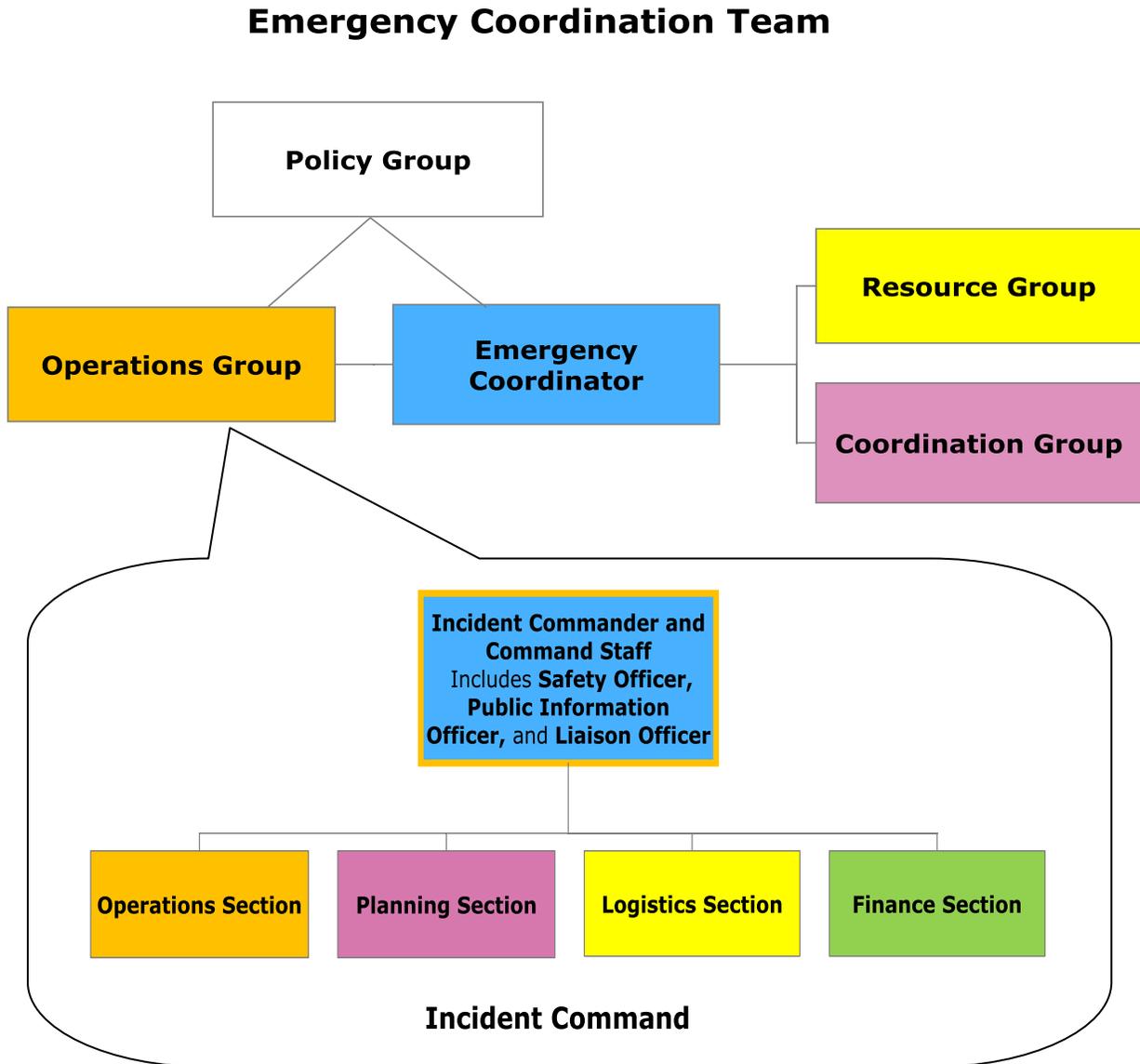


Figure 7. Relationship of the Emergency Coordination Team and Incident Command Organizations

When emergency response agencies, such as Pierce County Sheriff Department or Central Pierce Fire & Rescue respond, PLU personnel will support the command leadership of those agencies or form a unified command with those agencies. These types of incidents *require* activation of the PLU ECT in support of the incident commander and to plan for the internal needs of the PLU community and the transition to the recovery phase.

Examples: Building fire causing multiple injuries or displacement, extensive or long-term power outage, plane crash on campus, bleacher collapse during basketball game, violent incident, shelter and care for victims of disaster not directly impacting PLU, escalated level 3 response, death or imminent loss of life of a PLU community member associated with a PLU program or operation, an escalating epidemic, or dignitary visit.

Figure 8. Examples of Possible Level 2 Incidents

Disaster

Entire Campus or Surrounding Community, Little External Help

Table 3. Emergency Coordination Center Level 1 / Incident Command Types 2 and 1

ECT/ ECC Activation Levels	ECC Activation Level Descriptions (best applied for pre-planned or forewarned incident, such as severe weather)	PLU Activation Level Descriptions	ICS Incident Types	NIMS Incident Type Descriptions
Level 1	<p>Full Activation for a major incident or event where there are multiple sites impacted or there is a regional disaster, such as an earthquake where there are multiple organizational units/agencies involved.</p> <p>All ECC functions & positions activated.</p>	<p>ECC: The scale of the impacts to PLU are such that all resources fold into the ICS.</p> <p>ICS: Incident Command moves to Morken 114. The ECC becomes the Incident Command Post.</p> <p>Most, if not all, response functions and positions are activated.</p> <p>Personnel are broken into 12 hour shifts.</p>	Type 2 Incident	<p>Regional or national resources are required.</p> <p>Most Command and General staff positions are filled and many functional units needed.</p> <p>Operations personnel typically do not exceed 200 per period.</p> <p>Incident will go into multiple operational periods and an IAP is required.</p>
Level 1		Same as above	Type 1 Incident	Generally an “Incident of National Significance” with high impact to the local jurisdiction. All positions activated with branches established and more the 500 personnel in an operational period.

Level 1 represents a disaster that involves the entire campus and/or surrounding community. Level 1 incident occurs even less frequently than level 2.

Normal University operations are suspended. The effects of the emergency are wide-ranging and complex. PLU may need to be self-sufficient for a period of hours to days or weeks. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external jurisdictions. PLU may be asked to provide a liaison in another agency's Emergency Operations Center.

Example: Major earthquake, local military attack, mass casualty event on campus, Mt. Rainier volcanic eruption, escalated Level 2 response

Figure 9. Examples of Level 1 Incidents

The full Incident Command System is automatically activated. All PLU response units report to the campus Emergency Coordination Center/Incident Command Post. Functional level response plans for most or all departments are activated and many personnel are engaged in the University's emergency response. Personnel may be assigned to perform functions that are not part of their normal job functions.

Depending on the incident, the organization may include the units shown in the following sample organization. Please refer to Incident Command training for guidance on the function of each of these units. Also note that depending on the number of operations activated, the Operations Section may need to be sub-divided into branches with Branch Directors. For instance, it may be prudent to assign an Infrastructure & Security Branch Director and a Community Care Branch Director to which other PLU organizational response units report.

The ECT ceases to exist, because PLU will now need to look externally for additional support for incident command functions.

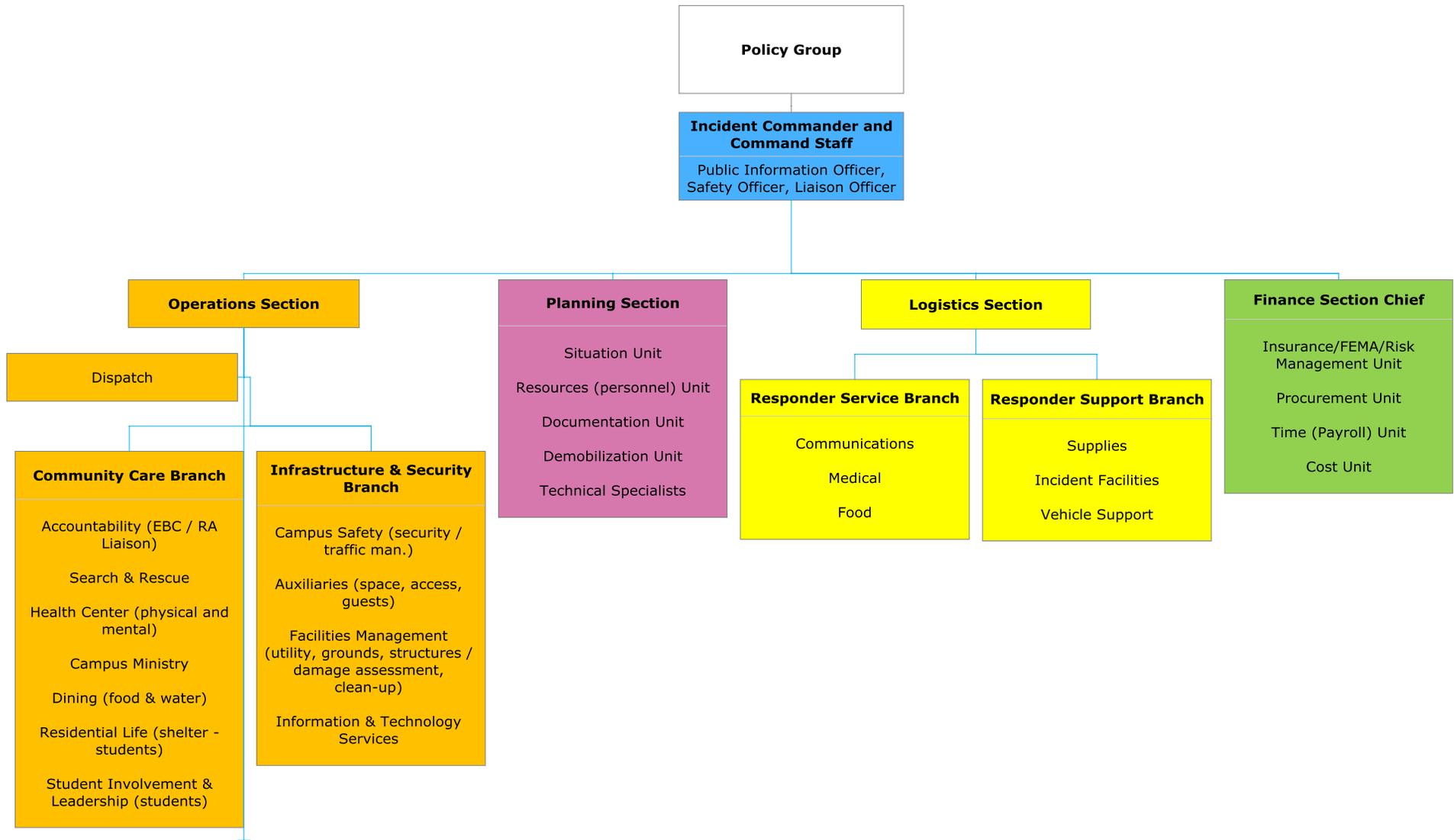


Figure 10. Sample Incident Command Organization at Level 1 Response

Non-working Hours

If a disaster occurs outside of regular office hours, the normal organizational structure of the University may not be fully in place. Implementation of the All Hazards Emergency Management Plan will vary depending on available personnel. Individuals assuming responsibility will be those of highest rank available at the time, such as a Campus Safety Operations Supervisor or Resident Director. These individuals will follow the activation guidelines and task lists presented in this plan, while attempting to notify their superiors of the situation.

Emergency Coordination Center (ECC)

ECT members report to the Emergency Coordination Center (ECC) to coordinate information and resources and develop overall objectives and strategy, in support of incident commander(s).

The ECC becomes the Incident Command Post in Level 1 activation.

- The primary ECC is located in Morken Center for Learning & Technology room 114, (includes 115, 118, 119).
- The alternate site is in the Facilities Management conference room.
- Other alternate locations that facilitate coordination of information and resources, such as the President's Conference room in Hauge, may be used.
- Meeting may take place "virtually" via conference call.

The first person to arrive at the ECC site opens the facility by arranging the equipment and supplies according to the task lists and diagrams in this plan. You may also refer to the ECC Standard Operations Binder located in room 119.

The person who convenes a conference call for a "virtual" ECC serves as the Emergency Coordinator.

The role of Emergency Coordinator may be transferred with a transfer of command briefing — which may be oral, written, or a combination of both.

Plan Usage and Recordkeeping

Responders should follow and complete the checklists relevant to the role they have assumed during a response action. These documents will be retained and kept on file as a record of the response and may be used for insurance recovery and legal purposes. Records of damage and field operations will also be gathered. Pierce County Emergency Management may ask for a report of damage within hours after the initiating incident.

Use the NIMS/ICS forms whenever possible. Editable forms can be located on the PEMT drive in the Morken ECC/ICP.

Media Relations

Only an authorized University spokesperson will meet or talk with the media on behalf of the University during or following an incident. The Public Information Officer (PIO) shall determine who is authorized.

Emergency Building Coordinators & Residence Hall Staff

The Emergency Building Coordinators (EBC) and Residence Hall staff serves as a pivotal communications interface between the Emergency Coordination Team and the campus community during an incident, emergency, or natural disaster. EBCs and Residence Hall staff gather emergency impact data from their areas and account for building occupants, transmit reports to the Accountability Operation in the ECC, and disseminate emergency instructions to personnel and students.

Plan Deactivation

When emergency conditions are stabilized and normal University operations can resume, the Incident Command Post / Emergency Coordination Center will be de-activated by the Incident Commander/Emergency Coordinator and the University President or designate. Depending on the scope and complexity of the incident, a demobilization plan may be developed.

RECOVERY

Recovery involves decisions and actions relative to replacing property, resuming academics, restoring business functions, and permanently repairing and rebuilding infrastructure. The recovery process requires balancing the more immediate need to return the community to normalcy with the longer-term goal of reducing future vulnerability.

Recovery Work Groups

If the nature of the incident requires an extension of some emergency services or recovery operations, special recovery work groups and leaders may be appointed by the Policy Group, in consultation with the Incident Commander and Emergency Coordinator, to coordinate those continuing activities. Continuing issues may include:

- Ongoing repairs, staging, and funding
- Debris removal
- Academic or administrative space adjustments
- Support services for impacted students, faculty, or staff
- Community relief efforts
- Communication to community and public

Cost Recovery

The President's Council, in consultation with the Incident Commander/Emergency Coordinator, may appoint an "Emergency Cost Recovery Work Group" and leader. The composition of the Work Group will be related to the nature and magnitude of the emergency and may include a core membership representing:

- Risk Manager
- Vice President of Finance & Operations
- Emergency Programs

Business Resumption

The President or his designate will guide the return to business after an emergency with the leadership support of Deans and Directors in all areas of campus.

Communication

The appointed Recovery Work Group leader, in coordination with University Communications, will continue to brief the University and key departments, as necessary to facilitate recovery efforts.

Debriefing

When there is a significant unplanned incident that calls for an emergency response, the participants in the event will arrange for a debriefing of the involved parties with the objective of continually improving PLU and departmental response activities. Level 2 & 1 activations require debriefing with key responders and publishing an after-action report.

Emergency Programs is responsible for preparing the after-action report and coordinating improvement actions through the Emergency Planning Committee.

All departments are responsible for evaluating their own performance and continually improving their own response capabilities.

DEFINITIONS

Campus Emergency. PLU Level 2 ECT response. Major event, sizable portions of campus. Disrupts orderly operations or educational mission.

Command Staff. Includes the Public Information Officer (PIO), Safety Officer, and Liaison Officer who report directly to the Incident Commander. The PIO also works very closely with the Emergency Coordination Team.

Continuity of Operations (COOP). The effort within individual departments and offices to ensure that essential services continue to be performed during a wide range of incidents that may disable normal operations.

Critical Incident. PLU Level 3 Emergency Coordination Team (ECT) response. Minor, localized, quickly resolved or contained.

Coordination Group. Part of the ECT that collects and analyzes data in support of the Incident Commander. Reports to the Emergency Coordinator.

Disaster. Level 1 emergency response. Entire campus or surrounding community. Little external help. For example, major earthquake.

Emergency Coordinator. The lead person on the Emergency Coordination Team who initiates and coordinates the response in support of the Incident Commander. This person is not on scene. Reports to the Policy Group.

Emergency Coordination Center. The function of providing Emergency Coordination Team support and coordination for Incident Command personnel. May also refer to the location where the team meets, e.g. Morken 114.

Emergency Management Plan. Refers to this plan that addresses the four phases of emergency management: Preparedness, Mitigation, Response, and Recovery. This plan emphasizes the Response phase.

Emergency Planning Committee. PLU administrators representing key response functions who work to prepare or revise plans and procedures and advise on other aspects of emergency preparedness.

Emergency Coordination Team (ECT). The ECT coordinates and supports the Incident Commander. It consists of the Policy, Operations, Resources, and Coordination Groups with initial activation of an Emergency Coordinator, Leadership & Policy, Environmental Health & Safety and University Communications representatives. This organization is based on the FEMA Emergency Operations Center Major Management Activities Model. See diagram.

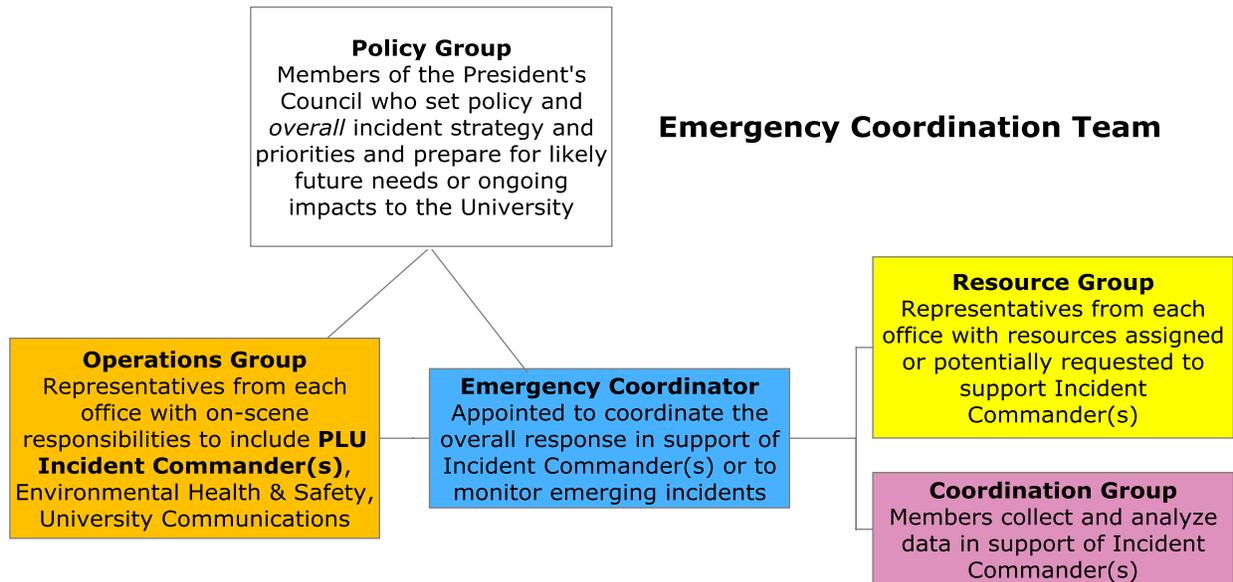


Figure 11. Emergency Coordination Team Organization Based on the Major Management Activities Operations Center Model

Essential Personnel. Employees who provide services that relate directly to the health, safety, and welfare of the campus community, ensure continuity of key operations, and maintain and protect University properties.

Essential Services. Functions that support the health, safety and welfare of the campus community, ensure continuity of key operations, and maintain university property.

Exercise. An activity designed to promote emergency preparedness; evaluate emergency operations, policies, plans, procedures, and facilities; train personnel in emergency management and response duties; and demonstrate operational capability.

Finance Section. The incident command section responsible for all incident costs and financial considerations. The Finance Section Chief reports to the Incident Commander.

General Staff. The Operations, Planning, Logistics, and Finance Section Chiefs who all report to the Incident Commander.

Incident Action Plan (IAP). An oral or written plan containing objectives reflecting the strategy for managing an incident for an operational period.

Incident Command System (ICS). A standardized *on-scene* emergency management construct. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in

the management of resources during incidents. It is applicable to all types and sizes of incidents. See diagram for basic organizational structure.



Figure 12. Basic Incident Command Structure Used by On Scene Responders

Incident Commander (IC). The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the site. Reports to Policy Group and coordinates with the Emergency Coordinator.

Incident Objectives. Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives must be measurable and achievable, yet flexible enough to allow for strategic and tactical alternatives.

Initial Emergency Coordination Team. The Emergency Coordinator, Leadership & Policy, Environmental Health & Safety, and University Communications representatives. In the initial stage of a response, this group may gather (virtually or physically) to determine the level of support it should provide to the incident commander and determine which, if any, additional team members should be notified or activated. See diagram.

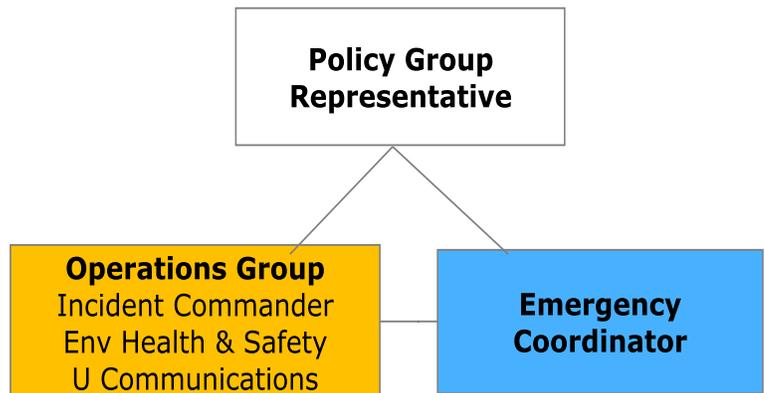


Figure 13. Initial Emergency Coordination Team Organization

Leadership & Policy Group. The President and members of the President’s Council who form the executive leadership of the University. They set policy and overall incident strategy and prepare for likely future needs or ongoing impacts to the university.

Liaison Officer. A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Logistics Section. The Section responsible for providing facilities, services, and materials for the incident. The Logistics Section Chief reports to the Incident Commander.

Mission-critical Functions. Activity, device, service, or system whose failure or disruption in normal business hours will result in the failure of business operations. For example, in higher education failure of the enterprise-wide computer system (at PLU this is Banner) would lead to an inability for PLU to conduct business.

Mitigation. Hazard mitigation means taking action to reduce or prevent future damage or reduce the scale of damage, preferably before a disaster strikes.

Mutual Aid Agreement (MAA). An MAA is a formal agreement between PLU and one or more other entities to facilitate mutual objectives during or following an emergency response incident. Also referred to as a Memorandum of Understanding.

National Incident Management System (NIMS). A system mandated by HSPD-5 (Homeland Security Presidential Directive) that provides a consistent nationwide approach for Federal, State, local, and tribal governments; **the private sector**; and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. NIMS includes a core set of concepts, principles, and terminology listed as follows:

- Multi-agency coordination systems (MACS)
- Training
- Identification and management of resources
- Qualification and certification
- Collection, tracking, and reporting of incident information and incident resources

Operations Group. Part of the ECT representing each office/agency with on-scene operational responsibilities. The members of this group report to members of the Policy Group.

Operations Section. The Section responsible for all tactical operations at the incident. The Operations Section Chief reports to the Incident Commander.

Organizational Unit. Refers to a unit (office, department, organization) within the university’s normal organizational structure.

Planning Section. Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. This section maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. The Planning Section Chief reports to the Incident Commander.

Pre-planned Event or Incident. Refers to a future known event organized by or with PLU, such as an athletic event, dignitary visit, or a predicted incident impacting PLU, such as a snow storm.

Preparedness. A state of readiness to respond to a disaster, crisis, or any other type of emergency incident. Preparedness includes planning and training/exercising.

Public Information Officer (PIO). A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Recovery. Involves decisions and actions relative to replacing property, resuming employment, restoring businesses and academics, and permanently repairing and rebuilding infrastructure.

Resources. Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.

Resource Group. Part of the ECT representing each office/agency with resources assigned or potentially requested to support the incident response. Reports to the Emergency Coordinator.

Response. Response is the immediate action(s) taken to save lives, control an incident, protect property, and meet basic human needs after an emergency has occurred.

Safety Officer. A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing safety measures for responder and PLU community safety.

Standby. Key PLU personnel are alerted to an incident and are ready to respond should the incident escalate.

Strategy. The general direction selected to accomplish incident objectives.

Tactics. Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Unified Command. An application of Incident Command System used when there is more than one agency or PLU department with incident jurisdiction or responsibility. Departments or agencies work together with a designated Unified Command to establish a common set of objectives and strategies and a single Incident Action Plan.

APPENDICES

APPENDIX A. PLU RESOLUTION TO ADOPT NIMS

PACIFIC LUTHERAN UNIVERSITY

RESOLUTION ESTABLISHING THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) AS THE STANDARD FOR INCIDENT MANAGEMENT

WHEREAS, the United States President, in Homeland Security Directive (HSPD)-5, directed the Secretary of the Department of Homeland Security, in cooperation with representatives of federal, state, and local government, to develop and administer a National Incident Management System (NIMS) to provide a consistent nationwide approach to effectively prevent, prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity;

WHEREAS, the Governor of the State of Washington has similarly endorsed NIMS by proclaiming it as the official basis for the management of incident response in Washington State;

WHEREAS, it is necessary and desirable that all Federal, State, local, tribal emergency agencies, and private organizations coordinate their efforts to effectively and efficiently provide the highest levels of incident management;

WHEREAS, HSPD-5 requires Federal departments and agencies to make adoption of the NIMS by State, tribal, and local organizations a condition for the receipt of Federal preparedness assistance funding;

WHEREAS, the NIMS standardized procedures for managing personnel, communications, facilities, and resources will improve Pacific Lutheran University's ability to respond effectively both independently and in coordination with local emergency response agencies.

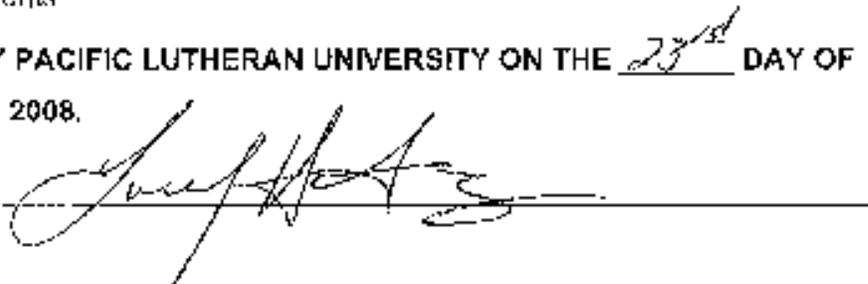
BE IT RESOLVED THAT Pacific Lutheran University will establish the National Incident Management System (NIMS) as the standard for incident management in all phases of emergency management (preparedness, mitigation, response, and recovery) to include:

- A. Formally recognize NIMS and adopt the NIMS principles and policies
- B. Incorporate NIMS into emergency operations plans
- C. Support NIMS/ICS training for PLU personnel
- D. Incorporate NIMS into planned exercises
- E. Use NIMS/ICS principles and policies during response operations and pre-planned events

ADOPTED BY PACIFIC LUTHERAN UNIVERSITY ON THE 23rd DAY OF

September, 2008.

SIGNATURE: _____



APPENDIX B. POSITION TASK LISTS

Command Position Task Lists

Incident Commander Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Ensure welfare and safety of incident personnel.

2. Supervise Command and General Staff.

3. Obtain initial briefing from current Incident Commander.

4. Assess incident situation:

- Review the current situation status and initial incident objectives.
- Ensure that appropriate PLU organizational units and local response agencies (CPFR, PCSD, PCDEM) impacted by the incident have been notified.
- Assign Liaison Officers, if appropriate.
- Request mission number, if volunteers will be activated on PLU's behalf.

5. Determine need for, establish, and participate in Unified Command. (Agencies/PLU organizational units establish a common set of objectives and strategies and a single incident action plan.)

6. Authorize protective action statements, as necessary. Notification resources include:

- PLU Alert!
- TV Screen Alerts
- Building Alarms
- PLU Website
- PLU Email
- Emergency Information Line 1.877.322.0872
- Schoolreport.org
- Word-of-mouth
- Academic and Residential Phone Trees

7. Notify neighbors (e.g. Keithley Middle School), if appropriate.

8. Activate appropriate Command and General Staff positions. It is preferred to overstaff early in the incident, rather than potentially not having enough staff to effectively manage the incident as it unfolds.

Incident Commander Position Checklist

- Does the span of control at the command level require Operations Branch Directors?
- Use the Emergency Contacts Binder to identify personnel resources
- Confirm dispatch and arrival times of activated resources.
- Confirm work assignments.

9. Brief staff. Determine frequency of briefings.:

- Identify incident objectives and any policy directives for the management of the incident.
- Provide a summary of current organization.
- Provide a review of current incident activities.
- Determine the time and location of first Planning Meeting.

10. Notify appropriate Policy Group member, as soon as possible.

11. Determine information needs and inform staff of requirements. Consider assigning a Planning Section Chief or Situation Leader to manage and illustrate incident information, if you have not done so already.

12. Establish parameters for resource requests and releases. Consider assigning a Logistics Section Chief or Support Branch Director

- Review requests for critical resources.
- Confirm who has ordering authority within the organization.
- Confirm those orders that require Command authorization.

13. Authorize release of information to the media in coordination with the Public Information Officer and designated Policy Group member, if appropriate.

- If operating within a Unified Command, ensure all Incident Commanders approve release.

14. Establish level of planning to be accomplished. Consider assigning a Planning Section Chief.

- Written Incident Action Plan (IAP).
- Contingency planning.
- Formal Planning Meeting.

15. Ensure Planning Meetings are conducted as indicated:

Incident Commander Position Checklist

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

16. Approve and authorize implementation of the IAP:

- Review IAP for completeness and accuracy.
- Verify that objectives are incorporated and prioritized.
- Sign ICS Form 202 (Incident Objectives).

17. Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel.
- Approve necessary changes to strategic goals and IAP.
- Ensure that Liaison Officer is making periodic contact with participating agencies.

18. Determine the level of Emergency Coordination Team (ECT) support you need. Request an Emergency Coordinator be assigned, if a point person would be helpful in securing and managing resources and data.

19. Keep Emergency Coordinator or designated Policy Group member informed on incident-related problems and progress.

Incident Commander Position Checklist

Deactivation and Recovery Actions

20. When the threat to life-safety or property has sub-sided and the incident is contained, consult with the Policy Group representative and/or the Emergency Coordinator regarding deactivation

- Help develop a transition plan to support recovery and resumption of normal operations.

21. Provide all damage and cost documentation to the PLU Risk Manager.

22. Work with Emergency Programs Office to conduct a post-incident improvement plan debriefing.

Safety Officer Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.

2. Participate in Policy Group / Emergency Coordination Team briefing

3. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.

4. Staff and organize function, as appropriate:

- In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
- Multiple high-risk operations may require an Assistant Safety Officer at each site.
- Request additional staff through incident chain of command.

5. Identify potentially unsafe acts.

6. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.

7. Ensure adequate sanitation and safety in food preparation.

8. Advise Incident Commander of hazards, safety, public health, and hazardous materials concerns for the PLU community.

- a. Consider special needs for vulnerable populations (disabled, foreign language, elderly, children, etc.)

9. Debrief Assistant Safety Officers prior to Planning Meetings.

10. Prepare Incident Action Plan Safety and Risk Analysis (ICS Form 215A).

11. Participate in Planning and Tactics Meetings:

- Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
- Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

12. Attend Planning meetings:

Safety Officer Position Checklist

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

13. Participate in the development of Incident Action Plan (IAP):

- Review and approve Medical Plan (ICS Form 206).
- Provide Safety Message (ICS Form 202) and/or approved document.
- Assist in the development of the “Special Instructions” block of ICS Form 204, as requested by the Planning Section.

14. Investigate accidents that have occurred within incident areas:

- Ensure accident scene is preserved for investigation.
- Ensure accident is properly documented.
- Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA), as appropriate.
- Prepare accident report as per PLU policy, procedures, and direction.
- Recommend corrective actions to Incident Commander and agency.

15. Coordinate critical incident stress, hazardous materials, and other responder health and safety debriefings, as necessary.

16. Document all activity on Unit Log (ICS Form 214).

Safety Officer Position Checklist

Deactivation and Recovery Actions

17. Participate in developing the recovery plan, as needed.

18. Participate in improvement plan debriefing, as appropriate.

Public Information Officer Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task



1. Obtain briefing from Incident Commander:

- Determine current status of Incident (ICS Form 209 or equivalent).
- Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
- Determine point of contact location for media (scene or Command Post).
- Determine current media presence.



2. Participate in Policy Group / Emergency Coordination Team briefing:

- Determine constraints on information process.
- Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.



3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and populations especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.



4. Coordinate the development of protective action statements with Operations. Consider the following resources for messaging.

- | | |
|---|---|
| • PLU Alert! | • Schoolreport.org |
| • TV Screen Alerts | • Word-of-mouth via Emergency Building Coordinators and Resident Assistants |
| • PLU Website | • Academic and Residential Phone Trees |
| • Emergency Information Line 1.877.322.0872 | • Deploy message couriers / runners |
| • PLU Email | • Post bulletins at entrances |
| • Social network sites and blogs | |

Public Information Officer Position Checklist

5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

We are aware that an [accident/incident] involving [type of incident] occurred at approximately [time], in the vicinity of [general location]. [Agency personnel] are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at [location], and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:

- Joint Information Center (JIC).
- Field (scene) Information.
- Internal Information.

7. Establish contact with PLU, local and national media representatives, as appropriate.

8. Establish location of Information Center for media and public away from Command Post / Emergency Coordination Center. Morken 103 (no back-up power) and Neeb 133 are two possible options.

9. Establish schedule for news briefings.

10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

- Get statement to the Concierge Desk and Campus Safety

11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.

12. Observe constraints on the release of information imposed by the Incident Commander, Policy Group, and PLU standards of practice.

13. Obtain approval for information release from Incident Commander:

- Confirm details to ensure no conflicting information is released.
- Identify site and time for press briefings, and confirm participation by other Agencies or PLU personnel.

14. Release news to media, and post information in Command Post and other appropriate locations.

15. Record all interviews and copy all news releases:

- Contact media to correct erroneous or misleading information being provided to the public via the media.

Public Information Officer Position Checklist

16. Update off-incident personnel on a regular basis:

- Utilize electronic mail for agency updates.
- Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
- Provide standard statement that can be given to general requests for information.
- Use media to direct staff and faculty – come to work / stay home

17. Coordinate information releases with public information staff from other impacted agencies and jurisdictions:

- Ensure that information provided to the public is consistent across agency boundaries, when appropriate.

18. Attend Planning Meetings:

Sample Planning Meeting Agenda

Agenda Item	Responsible Party
1 Briefing on situation/resource status.	Planning/Operations Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Operations Section Chief
5 Specify tactics for each Division/Group.	Operations Section Chief
6 Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer
12 Discuss information issues.	Public Information Officer
13 Finalize/approve/implement plan.	Incident Commander/All

19. Respond to special requests for information.

20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

21. Confirm the process for the release of information concerning incident-related injuries or deaths.

22. Document all activity on Unit Log (ICS Form 214).

Deactivation and Recovery Actions

Public Information Officer Position Checklist

23. Support recovery work groups with a communication plan to disseminate information regarding:

- Resumption of classes and normal operations
- Direct staff and faculty
- Class / Work location changes

24. Continue to coordinate media coverage and other communication to key constituents and stakeholders.

25. Participate in improvement plan debriefing, as appropriate.

Liaison Officer Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task



1. Obtain briefing from Incident Commander:

- Obtain summary of incident organization (ICS Forms 201 and 203).
- Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).



2. As directed by the Incident Commander, contact:

- Central Pierce Fire and Rescue
 - Headquarters, 253-538 6400
 - Central Command, 253-538 6450
 - B61, 253-377 5608
- Pierce County Sheriff Department, 9-911
 - Business hours: Precinct phone number, 253-798-3278 or HQ number 253-798-7530
 - Non-emergency number to LESA 253-798-4721
- Pierce County Medical Examiner
- Pierce County Emergency Management, 253-798-7470, 2501 S 35th, Tacoma
- Parkland Light and Water, 253-531-5666, 12918 Park Avenue Tacoma,
- Puget Sound Energy, 1-888-225-5773
- Elmhurst Light and Water (Gonyea Property), 253-531-4646
- Willamette University, 503-851-6911
- Franklin Pierce School District,



3. Obtain cooperating and assisting agency information, including:

- Contact person(s).
- Radio frequencies.
- Phone numbers.
- Cooperative agreements.

Liaison Officer Position Checklist

- Resource type.
- Number of personnel.
- Condition of personnel and equipment.
- Agency constraints/limitations.

4. Establish workspace for Liaison function and notify agency representatives of location.

5. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

6. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.

7. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

8. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues

9. Participate in Planning Meetings:

Sample Planning Meeting Agenda

Agenda Item	Responsible Party
1 Briefing on situation/resource status.	Planning/Operations Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Operations Section Chief
5 Specify tactics for each Division/Group.	Operations Section Chief
6 Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer
12 Discuss information issues.	Public Information Officer
13 Finalize/approve/implement plan.	Incident Commander/All

10. Document all activity on Unit Log (ICS Form 214).

Liaison Officer Position Checklist

Deactivation and Recovery Actions

11. Support the transition to recovery by communicating with assisting and cooperating agencies.

12. Participate in improvement plan debriefing, as appropriate.

Operations Section Position Task Lists

Operations Section Chief Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Incident Commander:

- Determine incident objectives and recommended strategies.
- Determine status of current tactical assignments.
- Identify current organization, location of resources, and assignments.
- Confirm resource ordering process.
- Determine location of current Staging Areas and resources assigned there.

2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control (3-7 reports).

3. Establish operational period.

4. Identify Staging Areas for personnel and equipment that are ready and waiting for assignments.

5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):

- Brief others on the types and numbers of resources to be maintained in Staging.
- Brief operations personnel on assignments, ordering process, protective equipment, and tactical assignments.

6. Develop and manage tactical operations to meet incident objectives.

7. Assess life safety:

- Adjust perimeters, as necessary, to ensure scene security.
- Evaluate and enforce use of appropriate protective clothing and equipment.
- Implement and enforce appropriate safety precautions.
- Consult with Environmental Health Safety Manager

8. Evaluate situation and provide update to Planning Section:

- Location, status, and assignment of resources.

Operations Section Chief Position Checklist

- Effectiveness of tactics.
- Desired contingency plans.

9. Determine need and request additional resources.

10. Notify the Resources Unit (Planning Section) of Operations Section positions that are staffed, including location of resources and names of leaders.

11. Keep the Resources Unit up to date on changes in resource status.

12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:

- Identify assignments by Division or Group.
- Identify specific tactical assignments.
- Identify resources needed to accomplish assignments.

13. Ensure coordination of the Operations Section with other Command and General Staff:

- Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
- Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process. Use ICS 213 General Message Form.
- Notify Logistics of communications problems.
- Keep Planning up-to-date on resource and situation status.
- Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
- Keep Safety Officer involved in tactical decision-making.
- Keep Incident Commander apprised of status of operational efforts.
- Coordinate media field visits with the Public Information Officer.

14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

15. Attend Planning Meetings:

Operations Section Chief Position Checklist

Sample Planning Meeting Agenda

Agenda Item	Responsible Party
1 Briefing on situation/resource status.	Planning/Operations Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Operations Section Chief
5 Specify tactics for each Division/Group.	Operations Section Chief
6 Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer
12 Discuss information issues.	Public Information Officer
13 Finalize/approve/implement plan.	Incident Commander/All

16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions (geographic), and Groups (functional).

17. Determine the need for mutual aid requests.

18. Be prepared to support the surrounding community.

Deactivation and Recovery Actions

19. Work with the Planning Section to transition operations back to normal.

20. Provide documentation to the Risk Manager.

21. Participate in post-incident improvement plan debrief.

Operations Branch Director Position Checklist

Infrastructure & Security Branch OR Community Care Branch

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

A level 1 incident at PLU would likely demand at least two Branch Director positions to oversee operations. Otherwise Division / Group Supervisors or single resources (no division or group formed) may be assigned operational responsibility under the Incident Commander or the Operations Section Chief.



Task

1. Obtain briefing from Operations Section Chief or Incident Commander:

- Determine resources assigned to the Branch, current location, and activities.
- Review assignments for Divisions (e.g. upper campus medical division) and/or Groups (e.g. medical group) within Branch and modify based on effectiveness of current operations.
- If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander.
- Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.

2. Attend Operations Briefing.

3. Develop tactical assignments, with subordinates, for Branch control operations.

4. Assign specific work tasks to Division/Group Supervisors.

5. Resolve logistical problems reported by subordinates:

- Monitor radio transmissions and cell phone use to assess communications needs.
- Ensure resources receive adequate food, liquids, and rehabilitation. Work with Logistics Service Branch.
- Request additional resources through approved ordering channels.

6. Report to Operations Section Chief whenever:

- Incident Action Plan (IAP) is to be modified.
- Additional resources are needed.
- Surplus resources are available.
- Hazardous situations or significant events occur.

Operations Branch Director Position Checklist

Infrastructure & Security Branch OR Community Care Branch

7. Coordinate activities with other Branch Directors.

8. Attend Planning Meetings at the request of the Operations Section Chief.

9. Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.

10. Ensure Branch fiscal record-keeping.

11. Document all activity on Unit Log (ICS Form 214).

Deactivation and Recovery Actions

12. Participate in recovery planning and work groups, as assigned.

13. Provide documentation to the Risk Manager.

14. Participate in post-incident improvement plan debrief.

Operations Division/Group Supervisor Position Checklist (e.g. Residential Life, Campus Safety, Facilities Management, Conference and Events)

PLU primarily recognizes functional groups based on the already existing daily operational responsibilities of organizational units. Following is a table illustrating possible functions that a supervisor may be assigned to oversee and the PLU organizational unit that would likely be assigned to that function. Column 3 identifies groups that may only be activated for large-scale or complex incidents.

Function (Group)	PLU Org. Unit Assigned	Emergency Group Assigned	Sub-Component of Branch
Security / Access	Campus Safety / Auxiliaries		Infrastructure & Security
Traffic Control	Campus Safety		Infrastructure & Security
Information Utilities	Information & Technology Svcs.		Infrastructure & Security
Utilities	Facilities Management		Infrastructure & Security
Grounds	Facilities Management		Infrastructure & Security
Clean – up / Sanitation	Facilities Management		Infrastructure & Security
Structure	Facilities Management	Damage Assessment Team (DAT)	Infrastructure & Security
Search and Rescue		Disaster Search and Rescue Team	Community Care
Medical Care	Health Center		Community Care
Mental Health	Health Center		Community Care
Ministry	Campus Ministry		Community Care
Accountability		Accountability	Community Care
Guest Care	Auxiliaries		Community Care
Student Care	Residential Life / SIL		Community Care
Shelter	Residential Life		Community Care
Food and Water	Dining Services		Community Care

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Branch Director, Operations Section Chief or Incident Commander:
 - Determine resources assigned to the Division (geographic) or Group (functional).
 - Confirm geographic boundaries or functional responsibilities of Division or Group.

Operations Division/Group Supervisor Position Checklist (e.g. Residential Life, Campus Safety, Facilities Management, Conference and Events)

- Confirm location and function of additional Divisions and Groups operating adjacent to or within your area of responsibility.
- Confirm tactical assignment.
- Confirm communication assignment.

2. Attend Operations Briefing.

3. Review assignments and incident activities with subordinates, and assign tasks.

4. Ensure subordinates observe required safety precautions.

5. Implement Incident Action Plan (IAP) for Division or Group.

6. Submit situation and resource status information to Branch Director or Operations Section Chief:

7. Coordinate activities with adjacent Divisions/Groups.

8. Determine need for additional resources and make request through Branch Director or Operations Section Chief.

9. Report special occurrences or events, such as accidents or sickness, to Branch Director or Operations Section Chief.

10. Resolve logistical problems within the Division and/or Group:

- Monitor communications and assess communications needs.
- Ensure adequate food, liquids, and rehabilitation.
- Ensure personnel are aware of process for medical assistance.
- Assign qualified personnel to report to Logistics to support responder communication, medical, housing, food, vehicle, and supply/resource needs.

11. Debrief with Branch Director or Operations Section Chief prior to leaving shift:

- Include work accomplished or left to be accomplished, operational difficulties, resource needs, etc.
- Participate in the development of plans for the next operational period.

12. Document all activity on Unit Log (ICS Form 214).

Operations Division/Group Supervisor Position Checklist
(e.g. Residential Life, Campus Safety, Facilities Management, Conference and Events)

Deactivation and Recovery Actions

13. Participate in recovery planning and work groups, as assigned.

14. Provide documentation to the Risk Manager.

15. Participate in post-incident improvement plan debrief.

Planning Section Position Task Lists

Planning Section Chief Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader



Task

1. Obtain briefing from Incident Commander:

- Determine current resource status (ICS Form 201).
- Determine current situation status/intelligence (ICS Form 201).
- Determine current incident objectives and strategy.
- Determine whether Incident Commander requires a written Incident Action Plan (IAP).
- Determine time and location of first Planning Meeting.
- Determine desired contingency plans.

2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.

3. Establish and maintain resource accountability / tracking system to include (ICS form 211):

- Date and time of check-in / out
- Name of resource
- Unit / Group Assignment
- Supervisor name
- Other qualifications
- Travel method

4. Complete ICS Form 201 (Incident Briefing Form), if not previously completed, and provide copies to Command, Command Staff, and General Staff.

5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.

6. Compile and display incident status summary information.

- Document on ICS Form 209, Incident Status Summary (or other useful PLU form)
- Draw on laminated campus/county map.
- Document on laminated Damage Assessment Status poster
- Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.

Planning Section Chief Position Checklist

- Provide copy to Public Information Officer.
- 7. Establish information requirements and reporting schedules for ICP and field staff.
- 8. Prepare contingency plans:

 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.
- 9. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.
- 10. Conduct Planning Meetings according to the following agenda:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

- 11. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

Planning Section Chief Position Checklist

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

12. Coordinate development of Incident Traffic Plan with Operations and the Transportation Support Unit Leader.

13. Coordinate preparation of the Safety Message with Safety Officer.

14. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.

15. Instruct Planning Section Units in distribution of incident information.

16. Provide periodic predictions on incident potential.

17. Establish a weather data collection system, when necessary.

18. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

19. Ensure Section has adequate coverage and relief.

20. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.

21. Ensure preparation of demobilization plan, if appropriate.

22. Provide briefing to relief on current and unusual situations.

23. Ensure that all staff observe established level of operational security.

24. Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).

25. Submit all Section documentation to Documentation Unit.

Planning Section Chief Position Checklist

Deactivation and Recovery Actions

26. Plan for the transition of emergency operations to normal operations.

27. Provide documentation to the Risk Manager.

28. Participate in post-incident improvement plan debrief.

Resources Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish check-in function at incident locations (ICS Form 211).

4. Establish contact with incident information sources such as Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.

5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:

- Review ICS Form 201 for resource information.
- Review Check-In List (ICS Form 211).
- Confirm resources assigned to Staging.
- Confirm resources assigned to Operations organization.
- Confirm resources assigned to other Command and General Staff functions.

6. Establish and maintain resource accountability / tracking system.

- Date and time of check-in / out
- Name of resource
- Unit / Group Assignment
- Supervisor name
- Other qualifications
- Travel method

Resources Unit Leader Position Checklist

7. Maintain master roster of all resources at the incident:

- Total number of personnel assigned to the incident.
- Total number of resources assigned to each Section and/or Unit.
- Total number of specific equipment/apparatus types.

8. Assist in preparation of the Incident Action Plan (IAP):

- Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).
- Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
- Prepare Organization Assignment List (ICS Form 203).
- Prepare Division/Group Assignment Sheets (ICS Form 204).

9. Participate in Planning Meetings, as assigned.

10. Provide briefing to relief on current and unusual situations.

11. Assist in identification of additional and special resources:

- Other disciplines.
- Technical Specialists.
- Resources needed to implement contingency plans.

12. Document all activity on Unit Log (ICS Form 214).

Situation Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task



1. Obtain briefing from Planning Section Chief.

- Review ICS Form 201 for incident status.
- Determine incident objectives and strategy.
- Determine necessary contingency plans.
- Identify reporting requirements and schedules-both internal and external to the incident.



2. Organize and staff Unit, as appropriate:

- Assign Field Observers.
- Request Technical Specialists, as needed.



3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):

- Brief Technical Specialists on current incident status.
- Assign analysis tasks.
- Notify staff of time lines and format requirements.
- Monitor progress.



4. Compile, maintain and display incident status information for Incident Command Post (ICP) staff:

- Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
- Determine appropriate map displays. Use laminated county / PLU map to illustrate status information.
- Review all data for completeness, accuracy, and relevancy prior to posting.
- Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.
- Use laminated Damage Assessment Status poster to display building information.
- Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
- Ensure displays and maps are kept up to date.

Situation Unit Leader Position Checklist

5. Provide photographic services and maps:

- Photographic services may be used to document operations and intelligence activities, public information activities, and accident investigations.
- Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate or assign to Campus Photographer.
- Ensure photographs are processed at the end of each operational period.
- Request or develop additional and specialized maps as required.
- Provide Incident Map(s) for Incident Action Plan (IAP).

6. Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.

8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.

9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:

- Provide copies to Command and General Staff.
- Forward to agency administrator and to other entities, as directed.

10. Participate in Planning Meetings, as required.

11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.

12. Provide briefing to relief on current and unusual situations.

13. Document all activity on Unit Log (ICS Form 214).

Deactivation and Recovery Actions

14. Provide documentation to the Risk Manager.

Situation Unit Leader Position Checklist

Documentation Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish work area:

- Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.

4. Establish and organize incident files.

5. Establish duplication services, and respond to requests.

6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.

7. Retain and file duplicate copies of official forms and reports.

8. Accept and file reports and forms submitted by incident personnel.

9. Check the accuracy and completeness of records submitted for files.

10. Ensure that legal restrictions on public and exempt records are observed.

11. Provide briefing to relief on current activities and unusual events.

12. Document all activity on Unit Log (ICS Form 214).

13. Give completed incident files to Planning Section Chief.

Demobilization Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

This position would probably only be activated at PLU during a large-scale or complex incident on the magnitude of a regional earthquake disaster.



Task

1. Obtain briefing from Planning Section Chief:

- Determine objectives, priorities and constraints on demobilization.

2. Review incident resource records to determine scope of demobilization effort:

- Resource tracking system.
- Check-in forms.
- Master resource list.

3. Meet with representatives to determine:

- Organizational Units not requiring formal demobilization.
- Personnel rest and safety needs.
- Coordination procedures with cooperating-assisting agencies.

4. Assess the current and projected resource needs of the Operations Section.

5. Obtain identification of surplus resources and probable release times.

6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).

7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.

8. Determine de-briefing requirements.

9. Establish communications links with off-incident organizations and facilities.

Demobilization Unit Leader Position Checklist

10. Prepare Demobilization Plan (ICS Form 221):

- General - Discussion of demobilization procedure.
- Responsibilities - Specific implementation responsibilities and activities.
- Release Priorities - According to agency and kind and type of resource.
- Release Procedures - Detailed steps and process to be followed.
- Directories - Maps, telephone numbers, instructions and other needed elements.
- Continuity of operations / Recovery (follow up to incident operations):
 - Public Information.
 - Finance/Administration.
 - Other.
- Designate to whom outstanding paperwork must be submitted.
- Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until:
 - Incident activity and work load are at the level the agency can reasonably assume.
 - Incident is controlled.
 - On-scene personnel are released except for those needed for final tactical assignments.
 - Incident Base (location of primary logistics functions) is reduced or in the process of being shut down.
 - Planning Section has organized final incident package.
 - Finance/Administration Section has resolved major known finance problems and defined process for follow-up.
 - Rehabilitation/cleanup accomplished or contracted.
 - Team has conducted or scheduled required debriefings.

11. Obtain approval of Demobilization Plan (ICS Form 221) from Planning Section Chief.

12. Distribute Demobilization Plan (ICS Form 221) to processing points both on and off incident.

13. Monitor implementation of Demobilization Plan (ICS Form 221).

14. Assist in the coordination of the Demobilization Plan (ICS Form 221).

Demobilization Unit Leader Position Checklist

15. Provide briefing to relief on current activities and unusual events.

16. Document all activity on Unit Log (ICS Form 214).

17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

Technical Specialist Position Task List

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Incident Commander or Planning Section Chief:
 - Identify Supervisor in organization.
 - Identify work location, resources available, expectations of incident organization concerning time-lines, report format, participation in Planning Meetings, etc.

2. Obtain copies of Incident Action Plan (IAP), if available, and Unit Log (ICS Form 214).

3. Participate in Planning Meetings, as requested.

4. Provide technical expertise to supervisor in organization according to established format, timelines, etc.

5. Document all activity on Unit Log (ICS Form 214).

Logistics Section Position Task Lists

Logistics Section Chief Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Branch Director or Unit Leader.



Task

1. Obtain briefing from Incident Commander:

- Review situation and resource status for number of personnel assigned to incident.
- Review current organization.
- Determine which incident facilities have been/should be activated.

2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.

- Incident Command Post / Emergency Coordination Center resources are located in:
 - Morken 118 (maps, emergency binder, keys)
 - Morken 119 (ham radio equipment, phones)
 - Morken 137 (office supplies, position boxes)
 - Morken 215 (bottled water)
 - Facilities Man. Cargo container 1 (food, lanterns)
 - Facilities Man. Cargo container 2 (equipment)

3. Confirm resource ordering process.

4. Assess adequacy of current Incident Communications Plan (ICS Form 205).

5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.

6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:

- Provide summary of emergency situation.
- Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

7. Notify Resources Unit (Planning) of other Units activated, including names and location of assigned personnel.

8. Attend Planning Meetings:

Logistics Section Chief Position Checklist

Sample Planning Meeting Agenda

Agenda Item	Responsible Party
1 Briefing on situation/resource status.	Planning/Operations Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Operations Section Chief
5 Specify tactics for each Division/Group.	Operations Section Chief
6 Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer
12 Discuss information issues.	Public Information Officer
13 Finalize/approve/implement plan.	Incident Commander/All

9. Participate in preparation of Incident Action Plan (IAP):

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
- Ensure Incident Communications Plan (ICS Form 205) is prepared.
- Ensure Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of Transportation Plan.

10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

11. Research availability of additional resources.

12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.

13. Ensure coordination between Logistics and other Command and General Staff.

14. Ensure general welfare and safety of Section personnel.

Logistics Section Chief Position Checklist

15. Provide briefing to relief on current activities and unusual situations.

16. Ensure that all personnel observe established level of operational security.

17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).

18. Submit all Section documentation to Documentation Unit.

Deactivation and Recovery Actions

19. Participate in recovery planning and work groups, as assigned.

20. Provide documentation to the Risk Manager.

21. Participate in post-incident improvement plan debrief.

Service Branch Director Position Checklist

The purpose of the Service Branch is to provide for the communication (e.g. radios), meals, and medical needs of PLU responders, as opposed to Operations personnel who provide for the needs of the community (students, guests, non-responder employees) they are serving.

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Logistics Section Chief:

- Determine number of personnel to be fed.
- Determine communications systems in use.
- Determine medical support needs of the incident.
- Confirm personnel already requested for Service Branch.

2. Assemble, brief, and assign work locations and preliminary work tasks to Service Branch personnel:

- You may have to request special knowledge personnel or points of contact from various organizational units across campus to support branch responsibilities.
- Provide summary of emergency situation.
- Provide summary of the **communications, food, and medical** needs of the incident.

3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).

4. Ensure that incident personnel receive adequate food and water. It may be appropriate to establish a separate feeding location/system for responder personnel, as opposed to that used for the students, guests, etc.

5. Coordinate with Operations to ensure adequate medical support to incident personnel. It may be appropriate to establish a separate medical treatment location/system for responder personnel, as opposed to that used for the students, guests, etc.

6. Participate in organizational meetings of Logistics Section personnel.

7. Coordinate activities of Service Branch Units.

8. Keep Logistics Section Chief apprised of Branch Activities.

9. Document all activity on Unit Log (ICS Form 214).

Service Branch Director Position Checklist

Deactivation and Recovery Actions

10. Ensure that supplies and equipment are returned according to the demobilization plan.

11. Participate in recovery planning and work groups, as assigned.

12. Provide documentation to the Risk Manager.

13. Participate in post-incident improvement plan debrief.

Communication Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from the Logistics Section Chief or Service Branch Director.

2. Organize and staff Unit as appropriate:

- Assign Communications Center Manager and Lead Incident Dispatcher.
- Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.
- Consider Student Services staff and office or the Nesvig TeleLute phone center to set up a phone bank.

3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.

4. Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.

5. Assess Incident Command Post phone load and request additional lines as needed.

6. Prepare and implement Incident Communications Plan (ICS Form 205):

- Obtain current organizational chart.
- Determine most hazardous tactical activity; ensure adequate communications.
- Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
- Determine Command communications needs.
- Determine support communications needs.
- Establish and post any specific procedures for use of Incident Command Post communications equipment.

Communication Unit Leader Position Checklist

7. Include EBC/RA radios, cellular phones, pagers, satellite phone, and runners in Incident Communications Plan (ICS Form 205), if appropriate:
- Determine specific organizational elements to be assigned telephones.
 - Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.
 - Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
 - **Do not publicize OUTGOING call lines.**

8. Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.

9. Ensure radio and telephone logs are available and being used.

10. Determine need and research availability of additional nets and systems:

- Order through Supply Unit after approval by Section Chief.
- Federal systems:
 - Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through FEMA or the USDA Forest Service.

11. Document malfunctioning communications equipment, facilitate repair.

12. Establish and maintain communications equipment accountability system.

13. Provide technical information, as required, on:

- Adequacy of communications system currently in use.
- Geographic limitation on communications equipment.
- Equipment capabilities.
- Amount and types of equipment available.
- Anticipated problems in the use of communications equipment.

Communication Unit Leader Position Checklist

14. Estimate Unit needs for expected operations; order relief personnel.

15. Provide briefing to relief on current activities and unusual situations.

16. Document all activity on Unit Log (ICS Form 214).

Medical Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Service Branch Director or Logistics Section Chief:

- Obtain information on any injuries that occurred during initial response operations.
- Name and location of Safety Officer.

2. Determine level of emergency medical activities performed prior to activation of Medical Unit:

- Number and location of aid stations.
- Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
- Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
- Medical supplies needed.

3. Respond to requests for medical treatment and transportation.

4. Request/supervise ambulance support. Order through established Incident chain of command.

5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section.** Plan should include:

- Medical Assembly Area.
- Triage Area.
- Ambulance Traffic Route.
- Landing Zone for Life flight (incident and hospital).
- Aid Station Location(s).
- Hazard specific information (HAZMAT treatment, etc.).
- Closest hospitals.
- Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

6. Obtain Safety Officer approval for Medical Plan.

Medical Unit Leader Position Checklist

7. Coordinate Medical Plan with local hospitals.

8. Respond to requests for medical aid.

9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.

10. Respond to requests for medical supplies.

11. Prepare medical reports; provide copies to Documentation Unit.

12. Submit reports as directed; provide copies to Documentation Unit Leader.

13. Provide briefing to relief on current activities and unusual circumstances.

14. Document all activity on Unit Log (ICS Form 214).

Food Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Logistics Section Chief or Service Branch Director:

- Determine potential duration of incident.
- Number and location of personnel to be fed.
- Last meal provided to response personnel.
- Proposed time of next meal.

2. Determine food service requirements for planned and expected operations.

3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit). **This plan should be coordinated with the Dining Services organization within the Operations Section.**

4. Determine location of working assignment.

5. Work with Facilities Management to ensure sufficient potable water and beverages for all incident personnel.

- Parkland Light and Water distribution site is on 116th and 8th Ave Ct S.

6. Coordinate transportation of food and drinks to the scene with Vehicle Support and Operations Section Chief.

7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.

8. Supervise administration of food service agreement, if applicable.

9. Provide copies of receipts, bills to Finance/Administration Section.

10. Let Supply Unit know when food orders are complete.

11. Provide briefing to relief on current activities and unusual situations.

12. Document all activity on Unit Log (ICS Form 214).

Support Branch Director Position Checklist

The purpose of the Support Branch is to provide personnel, equipment, and supplies to support incident operations.

The following checklist should be used as a guide for fulfilling the functions of this position.

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Logistics Section Chief:

- Determine facilities activated in support of the incident.
- Determine vehicle support and transportation needs.
- Determine resource ordering process.
- Confirm personnel already requested for Support Branch.

2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.

3. Confirm facilities in use and determine the potential for additional facilities.

- Incident command post – location from which the incident commander can safely oversee the incident.
- Staging Areas – temporary locations where activated personnel and equipment are waiting for assignment
- Base – location from which primary logistics and administrative functions are coordinated and administered. Response personnel are out-of-service.
- Camp – location equipped and staffed to provide water, food, sleeping areas, and sanitary services for response personnel.

4. Determine need for fuel delivery and vehicle support.

5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.

6. Staff Branch appropriately.

7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:

- Provide summary of emergency situation.
- Provide summary of the facility, supply, and ground support needs of the incident.

8. Participate in organizational meetings of Logistics Section personnel.

Support Branch Director Position Checklist

9. Coordinate activities of Branch Units.

10. Keep Logistics Section Chief apprised of Branch Activities.

11. Document all activity on Unit Log (ICS Form 214).

Supply Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task



1. Obtain briefing from Logistics Section Chief or Support Branch Director:

- Determine charge code for incident.
- Confirm ordering process.
- Assess need for 24-hour staffing.
- Determine scope of supply process.



2. Organize and staff Unit, as appropriate:

- Consider need for "lead agency" representation in ordering process.
- Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).



3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:

- Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
- Confirm process for coordinating contract related activities with the Procurement Unit.
- Confirm process for emergency purchase orders with Finance Section.



4. Determine type and amount of supplies and equipment on hand and en route:

- Contact Resources Unit to determine resources on order.

Supply Unit Leader Position Checklist

5. Develop a volunteer resources system.

- Be prepared for spontaneous volunteers.

6. Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS Form 208):

- Determine qualifying specifications (what is it, how much is needed, how will it be used, size, extra equipment, personnel protective equipment, qualifications, etc.).
- Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
- Obtain estimated price for resources which expect reimbursement.
- Coordinate delivery of rented equipment to Vehicle Support Unit for inspection before use.

7. Arrange to receive ordered supplies and equipment. Work with Facilities Unit (Logistics) to identify and activate appropriate facilities for supply storage.

8. Order, receive, distribute, and store supplies and equipment:

- Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA's).
- Relay this information to appropriate staff.

9. Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.

10. Alert Section Chief to changes in resource availability which may affect incident operations.

11. Develop and implement safety and security requirements for supply areas.

12. Review Incident Action Plan (IAP) for information affecting Supply Unit.

13. Manage donations.

14. Maintain inventory of supplies and equipment.

15. Service re-usable equipment.

16. Keep and submit copies of all orders and related documentation to the Documentation Unit.

17. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.

Supply Unit Leader Position Checklist

18. Document all activity on Unit Log (ICS Form 214).

Incident Facilities Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task



1. Obtain briefing from Logistics Section Chief or Support Branch Director:

- Expected duration and scope of the incident.
- Facilities already activated.
- Anticipated facility needs.



2. Obtain a copy of the Incident Action Plan (IAP) and determine:

- Location of Incident Command Post.
- Staging Areas.
- Incident Base and Camp(s).
- Supply/Receiving/Distribution Centers.
- Information/Media Briefing Center.
- Other incident facilities.



3. Determine requirements for each facility to be established:

- Sanitation.
- Sleeping.
- Feeding.
- Supply area.
- Medical support.
- Communications needs.
- Security needs.
- Lighting.

Incident Facilities Unit Leader Position Checklist

4. In cooperation with other incident staff, determine the following requirements for each facility:

- Needed space.
- Specific location.
- Access.
- Parking.
- Security.
- Safety.

5. Plan facility layouts in accordance with above requirements.

6. Coordinate negotiation for rental office or storage space:

- < 60 days - Coordinate with Procurement Unit.
- > 60 days - Coordinate with Procurement Unit, agency Facilities Manager, and agency Finance Department.

7. Video or photograph rental office or storage space prior to taking occupancy.

8. Document all activity on Unit Log (ICS Form 214).

Vehicle Support Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Logistics Section Chief or Support Branch Director:
 - Fueling needs of apparatus on incident.
 - Transportation needed for responders.
 - Location of Supply Unit receiving and distribution point(s).
 - Incident transportation maps and restrictions on transportation routes.
 - Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.

2. Staff unit by the above considerations, as indicated.

3. Consider the need to use PLU pool vehicles or rental vehicles to augment transportation resources.

4. Support out-of-service resources according to agreement for mutual aid and rental equipment.

5. Notify Resources Unit of all changes on support and transportation vehicles.

6. Arrange for and activate towing, fueling, maintenance, and repair services.

7. Maintain fuel, parts, and service use records and cost summaries. Forward to Finance/Administration Section.

8. Maintain inventory of support and transportation vehicles.

Vehicle Support Unit Leader Position Checklist

9. Provide transportation services:

- Review Incident Action Plan (IAP) for transportation requirements.
- Review inventory for needed resources.
- Request additional resources through Supply Unit. Give type, time needed, and reporting location.
- Schedule use of support vehicles.
- Document mileage, fuel consumption, and other costs.

10. Implement Transportation Plan:

- Determine time-lines.
- Identify types of services required.
- Assign resources required to implement Transportation Plan.

11. Ensure that the condition of rental equipment is documented prior to use and coordinate with Procurement Unit Leader.

12. Document all activity on Unit Log (ICS Form 214).

Administration / Finance Section Position Task Lists

Finance/Administration Section Chief Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.



Task



1. Obtain briefing from Incident Commander:

- Incident objectives.
- Participating/coordinating agencies.
- Anticipated duration/complexity of incident.
- Determine any political considerations.
- Obtain the names of any agency contacts the Incident Commander knows about.
- Possibility of cost sharing.
- Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.



2. Obtain briefing from agency administrator:

- Determine level of fiscal process required.
- Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
- Assess potential for legal claims arising out of incident activities.
- Identify applicable financial guidelines and policies, constraints and limitations.

Finance/Administration Section Chief Position Checklist

3. Obtain briefing from agency Finance/Administration representative:

- Identify financial requirements for planned and expected operations.
- Determine agreements are in place for land use, facilities, equipment, and utilities.
- Confirm/establish procurement guidelines.
- Determine procedure for establishing charge codes.
- Important local contacts.
- Agency/local guidelines, processes.
- Copies of all incident-related agreements, activated or not.
- Determine potential for rental or contract services.
- Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administrative representative?
- Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
- Ensure that proper tax documentation is completed.
- Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.

4. Ensure all Sections and the Supply Unit are aware of charge code.

5. Attend Planning Meeting:

- Provide financial and cost-analysis input.
- Provide financial summary on labor, materials, and services.
- Prepare forecasts on costs to complete operations.
- Provide cost benefit analysis, as requested.
- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

Finance/Administration Section Chief Position Checklist

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All



6. Gather continuing information:

- Equipment time – Vehicle Support Unit Leader and Operations Section.
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
- Arrival and demobilization of personnel and equipment – Planning Section.
- Daily incident status – Planning Section.
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
- Status of supplies – Supply Unit Leader and Procurement Unit Leader.
- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered? – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader.

Finance/Administration Section Chief Position Checklist

- 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
- 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
 - Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
 - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
- 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
 - Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- 12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- 13. Assist Logistics in resource procurement:
 - Identify vendors for which open purchase orders or contracts must be established.
 - Negotiate ad hoc contracts.
- 14. Ensure coordination between Finance/Administration and other Command and General Staff.
- 15. Coordinate Finance/Administration demobilization.
- 16. Provide briefing to relief on current activities and unusual events.
- 17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).
- 18. Submit all Section documentation to Documentation Unit.

Compensation/Claims Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine accidents/injuries to date.
- Determine status of investigations.

2. Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.

3. Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.

4. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

5. Ensure that volunteer personnel have been appropriately registered. We know who they are and their qualifications to carry out the work assigned.

6. Ensure written authority for persons requiring medical treatment.

7. Ensure correct billing forms for transmittal to doctor and/or hospital.

8. Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.

9. Coordinate with Safety Officer to:

- Provide liaison with Occupational Safety and Health Administration (OSHA).
- Provide analysis of injuries.
- Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.

10. Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.

11. Provide briefing to relief on current activities and unusual events

12. Document all activity on Unit Log (ICS Form 214).

Compensation/Claims Unit Leader Position Checklist

Claims Specialist:

1. Work closely with Operations and Planning for information from the field.

2. Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often be a help coordinate and obtain information from other agencies or private entities).

3. "Damage assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort. The following items may be needed to make a claim for insured losses or FEMA public assistance grants.

- Photographs and sketches of damage
- Urgency of project and supporting argument
- Identification of public staff and equipment used in response – time and expenses
- Identification of vended services use in response – time, materials, and expenses
- Process for selection of vended services
- Documentation and photographs of work completed

Compensation for Injury Specialist:

1. Determine accidents/injuries to date.

2. Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.

3. Work with Safety Officer to determine trends of accidents and provide analysis of injuries.

4. Work with local agency representatives to find treatment options for injuries.

5. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

6. Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.

7. Keep informed and report on status of hospitalized personnel.

8. Maintain log of all injuries occurring on incident.

Compensation/Claims Unit Leader Position Checklist

9. Arrange for notification of next of kin for serious injuries and deaths (The PLU Policy Group will carry out notification).

Procurement Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Finance/Administration Section Chief:
 - Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.
 - Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.
 - Determine status of bid process.
 - Determine current vendor list.
 - Determine current blanket Purchase Order (PO) list.
 - Determine time-lines established for reporting cost information.

2. Contact Supply Unit on incident needs and any special procedures or requirements.

3. Prepare and sign offers for rental, as necessary.

4. Develop Incident Procurement Plan. This plan should address/include:
 - Spending caps.
 - Necessary Forms.
 - Identify who has purchasing authority.
 - Process for obtaining approval to exceed caps.
 - Coordination process with Supply Unit.
 - Supply of emergency purchase orders.

Procurement Unit Leader Position Checklist

- 5. Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.
- 6. Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.
- 7. Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).
- 8. Establish contact with supply vendors, as needed.
- 9. Determine whether additional vendor-service agreements will be necessary.
- 10. Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- 11. Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.
- 12. Verify all invoices.
- 13. It is imperative that all contractors are accounted for and their time documented:
 - Coordinate with all Sections.
 - It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used.
 - Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.
- 14. Complete final processing and send documents for payment.
- 15. Maintain final incident receiving documents:
 - Obtain copies of all vendor invoices.
 - Verify that all equipment time records are complete.
 - Maintain comprehensive audit trail for all procurement documents.
 - Check completeness of all data entries on vendor invoices.
 - Compare invoices against procurement documents.
 - Assure that only authorized personnel initiate orders.

Procurement Unit Leader Position Checklist

16. Provide briefing to relief on current activities and unusual events.

17. Document all activity on Unit Log (ICS Form 214).

Cost Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine reporting time-lines.
- Determine standard and special reports required.
- Determine desired report format.

2. Obtain and record all cost data:

- Agency Equipment costs.
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

3. Identify in reports all equipment/personnel requiring payment.

4. Prepare incident cost summaries by operational period, or as directed by the Finance/Administration Section Chief.

5. If cost share agreement is done, determine what costs need to be tracked. They may be different than total incident costs.

6. Prepare resources use cost estimates for Planning:

- Make sure estimates are updated with actual costs as they become available.
- Make sure information is provided to Planning according to Planning's schedule.

Cost Unit Leader Position Checklist

7. Make recommendations on cost savings to Finance/Administration Section Chief. This must be coordinated with Operations and Planning Sections—use of high cost equipment may have justifications unknown to Finance/Administration.

8. Maintain cumulative incident cost records. Costs should reflect each individual entity (individual or crew personnel, individual pieces of equipment, food, facilities) the entity's agency or contractor, pay premiums (overtime/hazard). These records should reflect:

- Agency, contract, and/or mutual aid equipment costs.
- Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to agency facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

9. Ensure that all cost documents are accurately prepared.

10. Enter data into an agency cost analysis system (Incident Cost Analysis Reporting System (ICARS) or similar system, if appropriate).

11. Provide briefing to relief on current activity and unusual events.

12. Document all activity on Unit Log (ICS Form 214).

Time Unit Leader Position Checklist

The following checklist should be used as a guide for fulfilling the functions of this position. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine incident requirements for time recording.
- Determine required time-lines for reports.
- Determine location of timekeeping activity.
- Determine number of personnel and rental equipment for which time will be kept.

2. Organize and staff Unit, as appropriate.

3. Advise Vehicle Support Unit, Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.

4. Establish contact with appropriate agency personnel representatives:

- Determine time-keeping constraints.
- Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.

5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

6. Establish files for time records, as appropriate.

7. Provide for records security.

8. Ensure that all records are complete or current prior to demobilization.

9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

Time Unit Leader Position Checklist

11. Provide briefing to relief on current activity and unusual events.

12. Document all activity on Unit Log (ICS Form 214).

Emergency Coordination Team Task Lists

Leadership & Policy Group Position Checklist

Comprised of President's Council members and immediate staff.



Task



1. A member of the Policy Group convenes the initial Emergency Coordination Team (ECT) to assess the situation and initiate a response, if a response has not already occurred.
 - Public Information
 - Environmental Health & Safety
 - Emergency Coordinator, if needed
 - Liaison Officer, if needed
 - The Incident Commander should participate in this discussion, if available.



2. Determine the state of the university:
 - Normal Operations
 - Classes & Select Activities Cancelled
 - Campus Closed
 - Campus Evacuated



3. Appoint an Incident Commander, if one is not already identified.



4. Develop and articulate to the Incident Commander and other members of Emergency Coordination Team, especially those in the Operations Group and the Emergency Coordinator:
 - the *overall* strategy for the response (beyond the strategy developed by the incident commander(s) at the scene)
 - *overall* response priorities
 - policy decisions/direction



5. As needed, convene or share information with the President and other members of the Policy Group.



6. Represent the university response to various audiences, such as the Board of Regents, Faculty Governance, Deans and Directors of non-affected or involved organizational units.



7. Seek advice and consultation on legal matters.

Leadership & Policy Group Position Checklist

8. At the direction of University Communications and the Public Information Officer, serve as the face and voice of PLU with the media.

9. Make death and severe injury notifications/contact with families.

10. During extended activations, designate and transfer policy leadership authority to another member of the President's Council via a briefing to the new leader.

Document all activity on Unit Log (ICS Form 214) and/or use tape recorder.

Deactivation and Recovery Actions

11. Shut down the Policy Group facility and forward all logs and reports to the Emergency Coordinator or the Coordination Group.

12. Provide direction and vision to the University for the recovery and restoration of academics and operations.

13. Provide contact with elected officials to petition state and federal disaster assistance programs.

14. Participate in post-disaster debriefings to identify key lessons for the improvement of response plans.

Operations Group Position Checklist

Comprised of administrators from any PLU organizational unit with responsibility for any portion of the response.



Task

1. Coordinate elements of response that support incident command personnel within each administrator's operational responsibility, e.g. University Communications would support the Public Information Officer.

2. Operations Group members who are on the *Initial* Emergency Coordination Team include:

- University Communications representative
- Environmental Health & Safety representative
- Incident Commander, if available
- Emergency Coordinator, if designated
- Liaison representative, if designated

3. Assign personnel to the response under the appropriate incident commander, if required and not already deployed.

4. Share information regarding the response with other impacted administrators on the Emergency Coordination Team.

5. Help formulate or support Policy Group decision-making regarding:

- the *overall* strategy for the response (beyond the strategy developed by the incident commander(s) at the scene)
- *overall* response priorities
- policy decisions/direction

6. Consider, plan for, and implement strategies to address impacts of the incident(s) beyond the scope of the incident command response effort.

7. Coordinate response operations, if there is more than one active incident.

Emergency Coordinator Position Checklist

Point of contact for Incident Commander and Policy Group whose purpose is to coordinate incident resources and data beyond the capabilities and in support of the incident command.



Task

1. Obtain briefing from Policy Group representative and Incident Commander.

2. Convene other members of the Emergency Coordination Team, as appropriate.

3. Respond to and coordinate elevated requests for additional support from the Incident Commander(s).

- Establish clear boundaries for the data and resource support needs requested by the incident commander, so as not to duplicate the activities of the Planning and Logistics Sections under the IC.

4. Staff and oversee Coordinator (data collection and analysis) and Resource (personnel, equipment and materials) Group portions of Emergency Coordination Team, if needed or requested by the Incident Commander.

8. Help formulate or support Policy Group decision-making regarding:

- the overall strategy for the response (beyond the strategy developed by the incident commander(s) at the scene)
- overall response priorities
- policy decisions/direction

9. Consider, plan for, and implement strategies to address impacts of the incident(s) beyond the scope of the incident command response effort.

10. Help to prioritize and coordinate resources, if there is more than one active incident.

Coordination Group Position Checklist

Comprised of representatives from organizational units who have data collection and analysis responsibilities associated with the incident response. Activated when the incident commander needs additional support beyond what he/she can manage on scene.



Task



1. Obtain briefing from Emergency Coordinator.

- Clarify boundaries for the data support needs requested by the incident commander, so as not to duplicate the activities of the Planning Section.
- Do not duplicate command level responses.



2. Develop and analyze data in support of incident command.

- May work with Planning Section Chief or Situation Unit Leader to support demand for data to inform the response effort.



3. Data needs may include: Conference and Event schedule, class schedule, weather, extent of damage, accountability results

Coordination Group Position Checklist

Comprised of representatives from organizational units who are providing or may be asked to provide resources (personnel, equipment, or materials) associated with the incident response. Activated when the incident commander needs additional support beyond what he/she can call for or manage on scene.



Task

1. Obtain briefing from Emergency Coordinator.

- Clarify boundaries for resource support requested by the incident commander, so as not to duplicate the activities of the Logistics Section.
- Do not duplicate command level responses.

2. Respond to and coordinate elevated requests for additional resources from the Incident Commander(s).

- May work with Logistics Section Chief to support demand for personnel, equipment, or materials for the response effort beyond the capabilities or scope of the command level response effort.

3. Help to prioritize and coordinate resources when there is more than one active incident.

APPENDIX C. LOCATION OF EMERGENCY SUPPLIES

Emergency Coordination Center supplies are located in Morken 137.

Environmental, Health, Safety & Emergency Programs manages dedicated supplies and equipment located in Cargo container's one and two in the Facilities Management compound.

Facilities Management has equipment stored in the cargo containers also.

Various PLU offices have supplies that could be used in an emergency.

Water for the people in the ECC is located in Morken 215.

Parkland Light and Water has a water dispensing station on 116th & 8th Ave.

Access can be obtained through Campus Safety, Facilities Management or the ECC key.

APPENDIX D. EMERGENCY RESPONSE FACILITIES TABLE

Function	Priority Location	Back-up	2nd Back-up	3rd Back-Up
Emergency Coordination Center	Conference Call	Morken 114 & connected spaces	Facilities Man. Large Conference Room	President's Conference Room
Policy Room	Conference Call	Morken 115 or 180	Facilities Man. Small Conference Room	President's Office
Incident Command Post (ICP)	On Scene	Home office of the incident commander	Morken 114 for level 1 incidents	Facilities Management Large Conference Rm
Public Information	Neeb UComm Offices	Hauge Admin Building		
Media Room	Neeb 133	Morken 103		
Campus Safety Security & Traffic	Harstad Residence Hall, Campus Safety Office	South Residence Hall	Golf Course - Southwestern region - Mobile Van	
Accountability	ICP	Campus Safety	Morken 114	
Dispatch	Home Office	Morken 118		
Amateur Radio	Morken 118	Mobile as determined by operators	Campus Safety radios can be programmed to carry county channel	
Facilities Management / Damage Assessment	Facilities Management Offices	Morken Parking Lot	Olson Parking Lot	
Disaster Search and Rescue	Facilities Management			
Medical	Health Center & Counseling Ctr (Ramstad)	Ramstad Hall	AUC CK	Olson Training Room / Field House
Morgue	Columbia Center	East Campus	Rieke Science Center	Golf Course Payroll House
Residential Life/Shelter	Residence Halls	Olson Auditorium & Field House	Anderson University Center	Foss Field and/or Hauge/Eastvold Field or Golf Course
Dining Services	University Center	Columbia Center	East Campus	East Side of Foss or Baseball Field
Information and Technology Services	Mortvedt Library	MCLT	South Residence Hall	
Finance	Hauge Admin Building	Morken	AUC Auxiliaries Office	Mortvedt Library

APPENDIX E. ICS FORMS

Please look for the appropriate ICS form in one of the following locations:

- ECC binder located in Morken 119
- Emergency Operations networked drive accessible from Morken ECC computers
- State [EMD website](#)
- Federal [FEMA website](#)

Please note these are standard forms that must be adapted to reflect PLU's plan and organization.

ICS Form 201, Incident Briefing

ICS Form 202, Incident Objectives

ICS Form 203, Organization Assignment List

ICS Form 205, Incident Radio Communications Plan

ICS Form 205A--Communications List

ICS Form 206, Medical Plan

ICS Form 207, Organizational Chart

ICS Form 209, Incident Status Summary

ICS Form 211, Check-In List

ICS Form 213, General Message

ICS Form 214, Activity Log

ICS Form 215, Operational Planning Worksheet

ICS Form 215a, Incident Action Plan Safety Analysis

ICS Form 218, Support Vehicle Inventory

ICS Form 221, Demobilization Plan

ICS Form 308, Resource Order Form - Front

ICS Form 308, Resource Order Form - Back

ICS Form 308, Resource Order Form - Example

APPENDIX F. DISTRIBUTION LIST

Electronically to PLU Administrators and Officers who have a role in emergency response as identified in this plan

Central Pierce Fire and Rescue

Pierce County Emergency Management

Uploaded to Pierce Responder